

5th Signal Command

ECHO



DRAGON
WARRIORS



Supporting Freedom's Expeditionary
Force; Any Mission, Anywhere!

Winter 2003/2004



2nd Signal Brigade: The Brigade of Excellence

Accomplishments in FY 2004

At the Army Network Enterprise Technology Command (NETCOM) level include the Modified Table of Organization and Equipment (MTOE) and Table of Distribution and Allowance (TDA) in the Chief of Staff of the Army Award for Maintenance Excellence (AAME); the Chief of Staff of the Army Supply Excellence Award (CSASEA); and the Maj. Gen. Keith L. Ware Award (KLW) Award, Special Achievement in Print. Also listed are a media industry award, and recognition from the Assistant Secretary of the Army Financial Management and Comptroller (ASAFM&C) and Harvard University.

- * Winner, AAME, NETCOM, 11th Signal Detachment, Small MTOE Category
- * Winner, AAME, NETCOM, 39th Signal Battalion, Medium TDA Category
- * Winner, AAME, NETCOM, 52nd Signal Battalion, Medium TDA Category
- * Winner, AAME, NETCOM, 2nd Signal Brigade, Heavy TDA Category
- * Winner, AAME, NETCOM, 6981st Civilian Support Group, Small TDA Category
- * Winner, AAME, NETCOM, 181st Signal Company, Medium MTOE Category
- * Winner, CSASEA, NETCOM, 11th Signal Detachment, Level 1 (B) MTOE Category
- * Winner, KLW Award, NETCOM, Visual Information Services Europe (VISE): The NSC Vision
- * Winner, KLW Award, NETCOM, VISE: NSC Implementation Plan Executive Summary
- * Winner, 2003 Video Competition Crystal Award of Excellence, VISE: The Road to Bosnia
- * ASA FM&C Recognition for "Outstanding Achievements" in Resource Management
- * 2004 Harvard University Finalist: "Innovations in American Government Awards"

Front and back cover pages are dedicated to 7th Signal Brigade Soldiers deployed in support of Operation Iraqi Freedom 2. See related stories on pages 6 through 8. "Dragon Warriors, Any Mission, Anywhere."

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From the Commander



Brig. Gen. Carroll F. Pollett

"Our Army must move toward modular capabilities-based unit designs nested within the joint network and enabled by a Joint and Expeditionary Mindset."

*Gen. Peter J. Schoomaker,
Chief of Staff, United States Army*

Changing to Meet Future Challenges

The challenges 5th Signal Command faces today in operational missions, changing structure, and emerging doctrine has led to increased transformation efforts in command, control, communications, and computers (C4) across USAREUR and our Army. As Signal Leaders, Soldiers and Civilians, we have to be on point for this transformation. It is critical that we understand the Combatant Commander's requirements in order to provide the greatest advantages to our forces and set the way ahead for our future. We have to take the lead now to ensure the Army Network Enterprise enables the Warfighter from strategic to tactical level of execution.

Changes made to enhance our capabilities and structures are on target. An ongoing initiative includes building a robust, high-speed, survivable fiber optic cable infrastructure. We are also synchronizing and prioritizing installation upgrades of cable and data networks on Caserma Ederle in Vicenza, Wiesbaden Army Air Base, Giebelstadt Army Airfield, Rhine Ordnance Barracks, Panzer Kaserne, and Kaiserslautern. This major effort enhances bandwidth and provides high-speed voice and data capabilities, enabling future enterprise efforts such as Active Directory, Server Consolidation, and Improvements of Network Security.

We installed 39 state-of-the-art telephone switches throughout the theater, upgraded 37 of the 70 sites, and rebuilt both Video Teleconferencing Hubs. We made significant improvements in our data network security to counter the growing threat of cyber warfare. Our strategic and tactical units received enhanced equipment upgrades; 2nd Signal Brigade installed Inverse Multiplexing Equipment and four high-speed Terminal Servers to enhance Fort-to-Port operations in support of Operation Iraqi Freedom deployments; and 7th Signal Brigade upgraded deployable communications capabilities with Promina multiplexers to improve bandwidth distribution capabilities, reduce interoperability challenges, and promote Joint standardization. Despite all this, our work has only begun.

Future objectives will be focused on building multiple fiber rings utilizing Dense Wavelength Division Multiplexing that will allow us to increase our data bandwidth by almost 300 times. We will leverage the Joint bandwidth enhancement program, partnering with Service Components in sharing bandwidth, and collaborating in Network Operations and Defense efforts to more effectively use our networks.

We are expediting fielding of Tri-band Satellite terminals and

enhancing modularity of our data packages to provide greater capability to deployed Warfighters. Furthermore, we will upgrade the Landstuhl satellite facility to Teleport capacity, thus significantly enhancing our global satellite reach capabilities and permitting reach-back to a vibrant operational infrastructure within USEUCOM. The enhanced infrastructure is now capable of extending a full spectrum of communications services and global linkage throughout two Combatant Commanders' areas of operations.

As Leaders, Soldiers, and Civilians of 5th Signal Command and the Signal Regiment, we have to be vigilant and continue to maximize technology. We must leverage training tools that enable our Soldiers and civilians to improve existing capabilities and develop Joint and Coalition C2 enhancements. We will then overcome interoperability challenges and achieve situational awareness through collaboration to enable battle command. We must set the conditions for the way ahead to meet our Army's requirements and to enable the U.S. Army Europe, Freedom's Expeditionary Force, An Army Forward!

"Dragon Warriors, Any Mission, Anywhere!"



From the Command Sergeant Major



Command Sgt. Maj. Donna K. Mitchell

"When you're in the Army, you can be in the infantry at any given moment."

Sgt. Michael Davis

The Warrior Spirit

As I travel throughout the theater visiting signal units, I continue to be impressed by the dedication and commitment of our civilians, military, and our families. As you read the articles in this magazine, you will see that the members of the European Signal Regiment have truly made an impact, whether on the battlefield or at their home station in support of our Army mission.

In the recently published Command Training Guidance FY 04-05, Brig. Gen. Carroll F. Pollett, commander, 5th Signal Command, states his intent: "To succeed in combat, our Soldiers and their leaders must integrate Soldier survivability, weapons training, and NBC training into crew drills to ensure preparedness, through hard but realistic and well-run training." His intent is to ensure and sustain combat readiness with challenging, realistic training while building strong teams, leaders, and families that take care of each other.

While preparing for 7th Signal Brigade's deployment, the commanding general's intent was put into practice as the NCOs concentrated on getting Soldiers prepared for war, as if they were infantrymen.

All Soldiers went through a live-fire exercise. They learned con-

voy movements, and gathered lessons learned from units previously deployed and taught those skills as well. They also qualified on weapons and honed their basic Soldier skills.

This training conducted in preparation for deployment gave our Soldiers the confidence and skills needed to be successful. Today, all of our signal unit NCOs are continuing to use this training template to train Soldiers, ensuring they are equipped with the necessary skills to accomplish their missions.

Physical fitness, individual and collective skills, and basic Soldiering skills will continue to be at the forefront in our goal to always be combat ready. Safety and force protection will remain high priorities in everything we do.

"The Soldier is the staff carrying the flag forward to victory."

There have been some changes within the Army and our command over the past months. First of all, 'Any Mission, Anywhere' is our new motto in 5th Signal Command. We are no longer just the supporters of the Warfighter, we are the Warfighter. We are no

longer just Signaleers, we are the warriors.

Secondly, our new Chief of Staff of the Army, Gen. Peter J. Schoomaker, directed our Warrior Ethos as follows:

- * ***'I WILL ALWAYS PLACE THE MISSION FIRST.***
- * ***I WILL NEVER ACCEPT DEFEAT.***
- * ***I WILL NEVER QUIT.***
- * ***I WILL NEVER LEAVE A FALLEN COMRADE.'***

This is now embedded in the Soldier's Creed and becomes a part of our warrior spirit.

Finally, to show our commitment to fight and win our nation's wars at home and abroad, Soldiers will wear the U.S. flag insignia on their BDUs. The flag is worn as it would appear flown from a staff. Sgt. Maj. of the Army Kenneth O. Preston stated, "The Soldier is the staff carrying the flag forward to victory."

Once again, I am very proud and honored to be a part of this great team.

"Dragon Warriors, Any Mission, Anywhere!"



Colors Cased for Deployment

7th Signal Brigade prepares for Operation Iraqi Freedom 2

By Staff Sgt. Peter Fitzgerald

MANNHEIM, Germany -- Dressed in desert camouflage uniforms, members of the 7th Signal Brigade gathered in the Mannheim Sports Arena for a deployment ceremony Jan. 6.

"Today we officially and ceremonially bring 7th Signal Brigade's residence on Sullivan Barracks not to a close, but to a short, temporary halt as we deploy the colors to Southwest Asia in support of our nation's campaign against terror," said Col. Jennifer Napper, brigade commander.

Units deploying include the brigade's Headquarters and Headquarters Company and the 72nd Signal Battalion. They will join elements of the brigade's 44th and 509th Signal Battalions, units that have been in theater for the past year in support of Operation Iraqi Freedom.

To signify the deployment, colors of the brigade and the battalion were cased during the ceremony. The colors will be displayed again once the units arrive in theater. Soldiers began leaving this week for the deployment.

Brig. Gen. Carroll F. Pollett, commander, 5th Signal Command, spoke at the ceremony, praising the Soldiers and family members of the brigade.

"I deeply respect your service. I appreciate your sacrifice, and I appreciate your families' sacrifice.

... the first deployment and first long-term separation for the couple.

"It's hard, but I support my husband and our country," she said. "I pray for all of our Soldiers."

And I want you to know that I am committed to taking care of your families and their support while you're deployed," he said.

One of the family members attending the ceremony was Erin Kane, wife of Sgt. Kenneth Kane, a deploying Soldier from the 7th Signal Brigade. This will be the first deployment and first long-term separation for the couple.

"It's hard, but I support my husband and our country," she said. "I pray for all of our Soldiers."

During her remarks, Napper asked family members to stand and be recognized for their support and dedication.

*I am a guardian of freedom and the American way of life.
I am an American Soldier.*

"You continue to earn our deepest respect and admiration for all that you give our country. Our unwavering support of the family team will continue to be essential to our mission accomplishment," she added.

At the end of the ceremony, Command Sgt. Maj. Kenneth Williams, brigade command sergeant major, certified to the brigade commander the Soldiers were "ready to perform this mission." He then closed the ceremony by having every Soldier in the sports arena stand and repeat after him, the newly published Soldier's Creed.



Photo by William Triplett

Col. Jennifer Napper and Command Sgt. Maj. Kenneth Williams prepare brigade colors for casing and deployment.

Editor's Note: Fitzgerald is with the 7th Signal Brigade Public Affairs Office.

7th Signal Brigade Departs for OIF2

Story and photos by William Triplett

MANNHEIM, Germany -- Loading their gear on buses, in between hugging loved ones and friends, Soldiers' expressions were as varied as their backgrounds. Some fought back tears, others seemed eager to board the buses, as the second wave started their mission, January 13, on Taylor Barracks here in Mannheim. The first group departed January 8.

Regardless of background, after extensive training, they have united as a team -- mechanics, generator operators, truck drivers, cable and wire maintainers, satellite teams, computer and communications specialists -- with one goal: to do their part to preserve freedom.

"We came into the Army to serve our country, and have trained hard as a unit; now we're all ready to go and do our mission," said 1st Sgt. Cindy Blassingame, Alpha Company, 72nd Signal Battalion.

Sgt. Nick Marriott, an information systems analyst with Headquarters and Headquarters Company, 7th Signal Brigade expressed his feelings about deploying and the opportunity to do his job.

"This is a great opportunity to do the job I've been assigned to do by the Army. And, with the training I've received from the Army as well as personal training done on my own, I feel very prepared to do this mission," said Marriott.

Marriott said that he was excited about doing his job in a forward location to support the warfighters. "I feel good about helping to free Iraq and making it a



Late in the night, Soldiers and DoD civilians from HHC, 7th Signal Brigade, and 72nd Signal Battalion make final check of gear before loading buses.

safe place for the Iraqi people," he added.

Sgt. Clifton James Nichlos, a light-wheeled vehicle mechanic, Charlie Company, 72nd Signal Battalion, will be leaving his family for the first time.

"I will miss my wife and children a lot, but I also feel I'm doing my job, and at the same time protecting the United States and my family," said Nichlos.

Nichlos said that he was anticipating going and meeting up with friends already deployed whom he had contacted.

"One of my previous motor sergeants is there, and I'm hoping to run into another one when I get settled. So, I'm ready to go," he added.

Sgt. Omar Ortiz, a communications specialist with Alpha Company, 72nd Signal Battalion, has been with the unit two years and was deployed once to Israel for four months. He said that it's not

the greatest feeling in the world to be leaving his family so soon after just getting married December 22.

"It's my job in the Army, we are well-prepared, and it is something we're going to do and do it well," said Ortiz.

Ortiz said that he has a cousin in the Marines who is also deployed in the area, and that it would be great to meet up with each other.

Sgt. 1st Class Christopher Powers with Headquarters and Headquarters Company, 7th Signal Brigade, is a trouble shooter for satellite systems, mobile subscriber equipment systems, and data packages.

Powers said this deployment is something that we need to do for our country, and at the same time think about the hardships our families may encounter.

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7th Departs for OIF2

continued from page 7

"With everyone working together we can make this successful, both for the military and families," said Powers.

Sgt. Kateri Powers, Headquarters and Headquarters Company, 5th Signal Command, said that she is proud of her husband and will miss him a lot.

"Being a Soldier myself, I support him, and if I had to go, I know that he would support me," she said.

Spc. Ronald Rigdon, network analyst, Charlie Company, 72nd Signal Battalion, feels this is the right thing to do.

"It's a worthwhile mission. It's why we came into the Army," said Rigdon.

"I know he has to do his job. I just hope he returns soon," said wife Jessica.

This is Rigdon's fourth deployment and the couple's third since they've been together. He said the last few days, as much as possible, were spent in each other's company. According to Jessica, in the past they've stayed in touch through Family Readiness Group newsletters and morale telephone calls.

Jeffrey Ganoë, the DOD civilian budget officer for 7th Signal Brigade, also deploying with the unit, said even though he has never been active military, he believes in the mission.

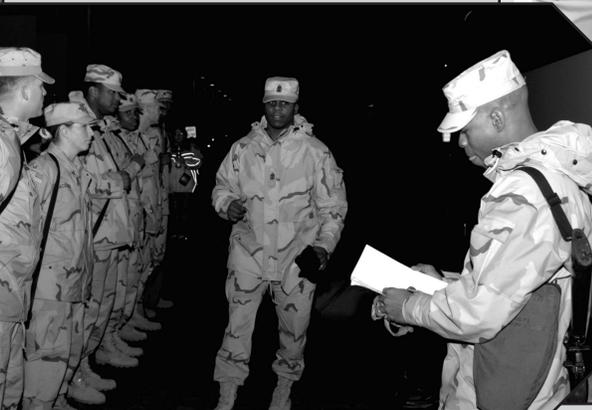
"I strongly believe in what the military is doing to counteract

terrorism. I also feel we have well-trained Soldiers working in the unit to accomplish this mission," said Ganoë.

7th Signal Brigade is 5th Signal Command's tactical communications brigade that deploys to install, operate, and maintain communications for USAREUR's warfighters. The brigade has three battalions: the 44th, 72nd, and 509th Signal Battalions. Units from the 44th and 509th have been in theater for the past year in support of Operation Iraqi Freedom.



Loading bags on bus.



Final gear check before loading.



Checking duffel bag markings.



Ready to go.



Final briefing.

Covering the Four Corners of Iraq

"22nd Signal Brigade SEN Teams"

By 1st Lt. Alisha Ramsey

Five signal Soldiers at the Baghdad Correctional Facility found themselves on a mission away from their 22nd Signal Brigade family in Iraq to become part of a non-signal unit family. The team from the 32nd Signal Battalion, otherwise known as a Small Extension Node (SEN), works to provide much needed communication to the military police and the psychological operation units that run the facility. It is because of the SEN team that Soldiers stationed there can use the Internet, call home, and communicate at all times.

"SEN teams were sent out according to signal operational requirements," said Maj. Sean A. Keenan, 22nd Signal Brigade operations and training officer. "These requirements determine which units and which missions have a need for such teams."

After receiving their mission, the signal Soldiers prepare their equipment and themselves to head out quickly. "Sometimes we get the word about a new mission as little as two hours before we had to move out," said Spc. Joshua Pettitt, a multi-channel transmission operator with Bravo Company, 440th Signal Battalion. Pettitt

"EVEN THOUGH IT IS DISHEARTENING TO SEE INJURED SOLDIERS, IT IS GOOD TO KNOW THAT OUR COMMUNICATIONS ALLOW IMMEDIATE COORDINATION FOR THEIR TREATMENT."

is the team chief for a SEN that supports the 28th Combat Support Hospital, near a medical evacuation helicopter-landing pad.

"We see the patients come into the hospital to be treated," said Pettitt. "Even though it is disheartening to see injured Soldiers, it is good to know that our communications allow immediate coordination for their treatment."

These SEN teams are designed to support any type unit or organization. They easily integrate and become part of the unit they support.

SEN teams supported field artillery and other front-line units at the beginning of Operation Iraqi Freedom during the march to Baghdad.

With major combat operations complete, SEN teams were reallocated and found themselves supporting a variety of missions. As an example, the 124th Signal Battalion SEN supported the Kirkush Military Training Center where military police trained the new Iraqi Army.

At every site you can find signal Soldiers devoting themselves to the mission, adapting to their new surroundings, and maintaining readiness for future missions.



Soldiers from the military police and intelligence stand proudly with 22nd Signal Brigade Soldiers in front of Baghdad Correctional Facility.

Photo provided by 22nd Signal Brigade.

'Déjà vu' Signal Style

New conflict; same shelter

By Capt. Kevin Randle

It is a story he will tell his grandchildren -- serving in two wars with two main things in common: fighting the same enemy, supported by the same node center.

"It's the same shelter... number seven," said Sgt. 1st Class Mark Bryant, a node center operator with the 234th Signal Battalion. "The equipment has been modified and changed, but the shelter is the same," he said.

Bryant served in Operation Desert Shield and Desert Storm 12 years earlier only to find he is coincidentally manning the same shelter during Operation Iraqi Freedom.

During Desert Storm, Bryant entered Iraq as a senior node center operator supporting the 1st Infantry Division. Their job then was to supply communications support to the combat units rolling over Saddam Hussein's Republican Guard in what Saddam thought would be the mother of all battles, said Bryant. They were the first signal Node Center to enter Iraq.

After 14 years of service, Bryant left active duty and went to Bravo Company, 133rd Signal Battalion, under the Illinois National Guard. In civilian life, Bryant works for the state of Illinois as a diesel mechanic.

In February 2003 his unit was alerted, detached from its parent unit in Illinois, and assigned to the 234th Signal Battalion in Iowa.

Today Bryant is again in Iraq, this time with his National Guard unit, supporting the 22nd Signal Brigade.

Through all these twists and turns, taking him half-way around the world, he is now almost back where he started.

Bryant, along with the rest of Bravo Company, and the 234th Signal Battalion, arrived in the Middle East in June and replaced the 17th Signal Battalion in July.

"This deployment is different than the last," said Bryant. "We have a lot more now. Back

then we didn't have anything. No showers, no hot chow, and no air conditioning. Just a lot of Meals-Ready-to-Eat. It wasn't as hot, though."

Bryant went from senior operator to Node Center supervisor. "There are more computers now. We have two switches, one for data and one for voice, which makes the job more challenging," said Bryant.

Like so many others, Bryant hadn't expected to be back in Iraq, but he says that he is glad that this time we went all the way to Baghdad.



Photo by Capt. Kevin D. Randle

Sgt. 1st Class Mark Bryant, 234th Signal Battalion, Iowa, kneels in front of shelter he used in Operation Desert Shield and Desert Storm.

509th Signal Battalion Continues Its Mission in Northern Iraq

Story and photos by Staff Sgt. Peter Fitzgerald

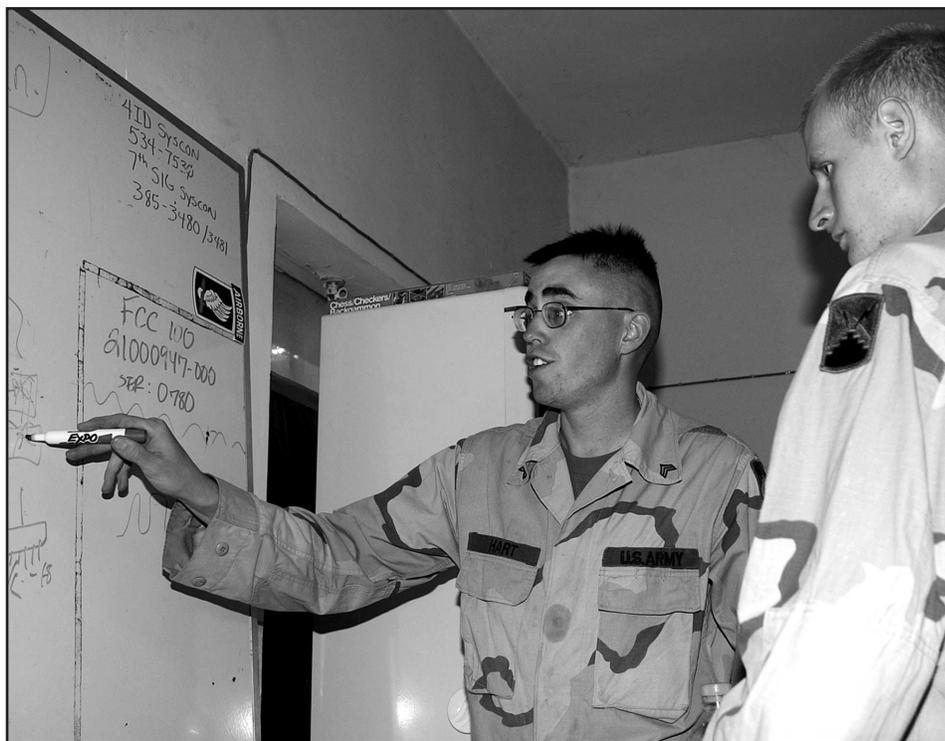
In March 2003 a team from the 509th Signal Battalion landed in Northern Iraq and immediately began establishing communications in support of Operation Iraqi Freedom. Soon after their arrival, these Soldiers set up in Kirkuk and have since been providing crucial support to the 173rd Airborne Brigade and various other units in the area.

"They're doing an outstanding job in Kirkuk," said Lt. Col. Richard Price, commander, 509th Signal Battalion. "This package is setting the standard for how others will be judged in this community. They represent the battalion and the 7th Signal Brigade at the highest levels."

Price attributes the success of the mission to the leadership on the ground and the dedication of the Soldiers. The package, known as the Command and Control Force Enhancement Module (C2FEM), was led by 1st Lt. Kursteen Nelson and Sgt. 1st Class Mark Zull. The C2FEM is a rapidly deployable system designed to provide Secure and Non-secure Internet Protocol Routers, voice, and VTC capabilities to a combat headquarters.

"I couldn't have asked for anything more," said Zull. "These Soldiers have accomplished everything they've been asked and have come through with flying colors."

The C2FEM Soldiers take certain pride in their accomplishments, knowing how far they've come over the past 10 months. Arriving at the height of hostilities, they have since



Sgt. Brandon Hart (left) troubleshoots with Pfc. Christopher Hildebrandt.

adapted to the conditions of a long-term deployment.

"When we got here it was cold and muddy. We had no showers and did our washing with a bucket," said Spc. Nelson Lo, cable section team chief.

The 12-Soldier team set up shop on a compound by the airfield in Kirkuk and initially slept on a soccer field. They eventually found an abandoned bunker and cleaned it out for living quarters. After five months they even managed to get air conditioning piped into the bunker to relieve the brutal summer heat.

"You learn to appreciate the basic things," added Lo.

In this austere environment the C2FEM continues to provide communications support that keeps the mission going. Along with the 173rd Airborne Brigade, other units have

been serviced with telephone lines and secure and non-secure Internet access. The package not only provided tactical communications, but also set up a temporary "Internet café" for Soldiers to communicate with family and friends during the deployment.

"The support has been super," said Sgt. Maj. Gregory Baugh, plans and operations sergeant major, 1-63rd Armored Battalion. "It's very important that we can communicate at work and with our families at home. It helps all-around continuity."

Zull said he has been impressed on a daily basis by the teamwork displayed by his Soldiers.

"I've stressed to my noncommissioned officers to take care of Soldiers. If the Soldiers are happy, the mission takes care of itself. These Soldiers really came together as a

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Combat Patch Ceremony for Wartime Achievement

By Staff Sgt. Jennifer K. Yancey

VICTORY BASE, Iraq (Sept. 28) -- Surrounded by vaulted ceilings and marble pillars, Soldiers stand patiently at attention in the middle of an echoing palace. At the height of its wartime service, Task Force Signal etched another chapter in its history books.

Soldiers of various signal battalions from all over the Army received their combat patch from the 22nd Signal Brigade, to which they were attached during Operation Iraq Freedom. The wearing of the patch represents the partnership of all these units in their common mission to provide high-quality communications, said Col. Jeffrey G. Smith Jr., commander, 22nd Signal Brigade. "It will not supplant your unit mottoes or the organic patch of your unit."

Senior noncommissioned officers from the 16th, 32nd, 51st,

234th, and 440th Signal Battalions lined the main palace foyer bearing their unit guidon, casting a stream of orange. "It's a great honor to see these guidons ... drenched by the sun in Kuwait and Iraq," said Smith.

"In 19th Century England, the greatest honor a soldier could receive was to be mentioned in an official dispatch by the commanding officer," said Smith. The official dispatch signified wartime achievement by a unit, not by an individual. The same held true during the 22nd Signal Brigade Combat Patch ceremony at Victory Base.

The brigade's history dates back to Nov. 14, 1945, when it was constituted as Headquarters and Headquarters Company, 22nd Signal Service Group, in support of the Army of Occupation. It was later deactivated in 1948.

The unit was activated again as the 22nd Signal Group during the Korean War, was involved in five campaigns, and received the Meritorious Unit Commendation and Streamer (embroidered Korea).

The group later deactivated May 13, 1955. The early 1980s saw the activation of the 22nd Signal Brigade by Col. Theodore W. Hummel, its first commander.

The 22nd Signal Brigade remains V Corps' most forward-deployed signal element.

Today Victory Corps forms the bulk of Combined Joint Task Force-7. "Its battle space is as deep and wide as the state of California," said Smith. "Its wartime network has grown to include divisions from the United Kingdom, Poland, Ukraine, and Spain. Its mission is to enable democracy, peace, and stability in Iraq."



Photo provided by 22nd Signal Brigade.

22nd Signal Brigade Soldiers receive combat patches in Baghdad.



Photo provided by 22nd Signal Brigade.

22nd Signal Brigade Soldiers stand tall for the Combat Patch Ceremony in Baghdad.

The Travels of Task Force Rock

By Capt. Gary Farley

On a bright April day with a warm, supportive send-off, we set out to answer our call. A call that united 92 Soldiers from Charlie, Alpha, and Headquarters companies of the 44th Signal Battalion to form Task Force Rock and deploy in support of Operation Iraqi Freedom.

After arriving in theater, the task force quickly reconstituted and assembled their equipment and was postured to advance forward. The mission began with a light communications package, two small extension nodes, and two troposcatter transmission terminals providing support to V Corps, an airfield, and other nearby camps.

Meanwhile, a heavy communications package rolled into Basrah, Iraq, to support the United Kingdom Armor Divisions and other coalition forces. Similarly, a second heavy communications package, along with Charlie company operations and support elements, convoyed 400 miles into Baghdad to support the search for weapons of mass destruction. As this team installed and integrated commercial systems, it received a change of mission and deployed to Babylon, Iraq, in support of the Polish-led Multinational Division.

Along the way, our Soldiers developed skills, memories, and friendships to last a lifetime. "These young team chiefs and Soldiers are

gaining the experience that would take at least six to eight years of field training exercises to learn," said Sgt. 1st Class Keith Taylor, platoon sergeant, Alpha Company, in summing up the situation.

In addition to the constant mission tempo, leaders and Soldiers have taken measures to prepare for the long-term deployment. Camaraderie and cohesion stem from events such as defeating the Marines in a game of football or cheering for Spc. Lavall Woodhouse as he became the boxing champion at Camp Udairi.

A remarkable team spirit and ingenuity have allowed Task Force Rock to adapt to the hostile desert environment. The 44th Soldiers have provided flawless mission support in bringing freedom and stability to the people of Iraq.

Editor's Note: Farley is the commander, Charlie Company, 44th Signal Battalion.



Cpl. Neil Mclyn, network administrator, remains focused on monitoring the operations in Babylon, Iraq.



Above: Warrant Officer Terry Grant and Pfc. Dana Romero from 44th Signal Battalion (1st and 3rd from left) join with Staff Sgt. Booker Little and Sgt. John Bull of the 151st Signal Battalion to install a vital transmission link to provide communications to the 105th Military Police Brigade at a remote site in Iraq.



Col. Jennifer Napper, commander, 7th Signal Brigade, and the brigade's Command Sgt. Maj. Kenneth Williams present impact awards to Spc. Michael Martinez and Sgt. Justin Hanley.

All photos provided by Task Force Rock.

From Code Talker to Signal Soldier

"A Navajo tradition continues in the Army"

Story and photo by Staff Sgt. Peter Fitzgerald

KIRKUK, Iraq -- As dawn emerges in northern Iraq, an ancient Navajo prayer is offered in the dusty town of Kirkuk. Each morning, Pfc. Yolanda Baca rises to perform a ritual handed down to her by her grandparents. Taking a pinch of corn pollen, she places it on her tongue and forehead. Then, with a simple prayer, she releases the pollen as an offering to the sun.

"I pray to the holy spirit for things I want that day," says Baca, a cable systems installer stationed here with the 509th Signal Battalion. "I pray for guidance and protection, especially in this place."

Baca, who grew up on a Navajo reservation, has been serving in northern Iraq since March when her unit was deployed in support of Operation Iraqi Freedom. Along with carrying on her Native American customs, she is also continuing the family tradition of military service.

Several members of Baca's family, including her grandfather, served as Navajo code talkers during World War II. The stories they told her of that war now have even more significance to her as a Soldier serving in Iraq.

"I come from an Army family and they take a lot of pride in this," she says. "It makes me feel good to be a part of their tradition."

Baca says she learned a lot growing up on a reservation. They didn't always have running water or electricity, and those circumstances prepared her for the austere conditions of deployment in northern Iraq. "I'm glad I was raised the way I was. It helped me here," Baca says.

Working with Spc. Nelson Lo, cable section team chief, the two installed cable and telephone lines for the communications support mission. They also helped to build showers,

latrines, and picnic tables once the unit settled in Kirkuk.

"She's a good Soldier," Lo says. "She's got a positive attitude and brings a lot to the unit."

As a signal Soldier, Baca is following in her family's footsteps by helping the U.S. military communicate, like her grandfather did as a code talker. It hasn't always been easy, but Baca says her Navajo rituals have helped her find some peace in a very troubled land. She carries the corn pollen with her in a small medicine pouch -- a gift from her grandparents. The pouch also contains a Navajo waterbird and a hand-carved horned toad. In Navajo rituals, the waterbird brings harmony and the horned toad stands for protection.

"They make me feel better," she says. "You have to believe in them and respect them."

Sgt. 1st Class Michael Gibson, equal opportunity adviser, 7th Signal Brigade, says Baca is a good representation of the diversity in the Army.

"It's important that she carries on her traditions because they help reflect that," he says. "It is gratifying to see a diverse group of Soldiers serving their country with honor. It only serves to strengthen our nation."

As the sun sets in Kirkuk, Baca finds peace knowing the spirits of her ancestors are with her through this experience.

"I joined the Army to see the world, and here I've learned to live with people from all walks of life. The (Navajo) ways have taught me patience and an understanding of self and others. I've learned a lot, especially how precious my family is to me," said Baca.



Pfc. Yolanda Baca inspects telephone lines on the compound in Kirkuk, northern Iraq.

5th Signal Command Dragon Impact 2003 Mission Rehearsal Exercise for OIF2

Grafenwoehr, Germany



Photo by William Triplett

Supply sergeants and crew serving up chow.



Photo by Melvin D. Tarpley, Jr.

Securing antenna.

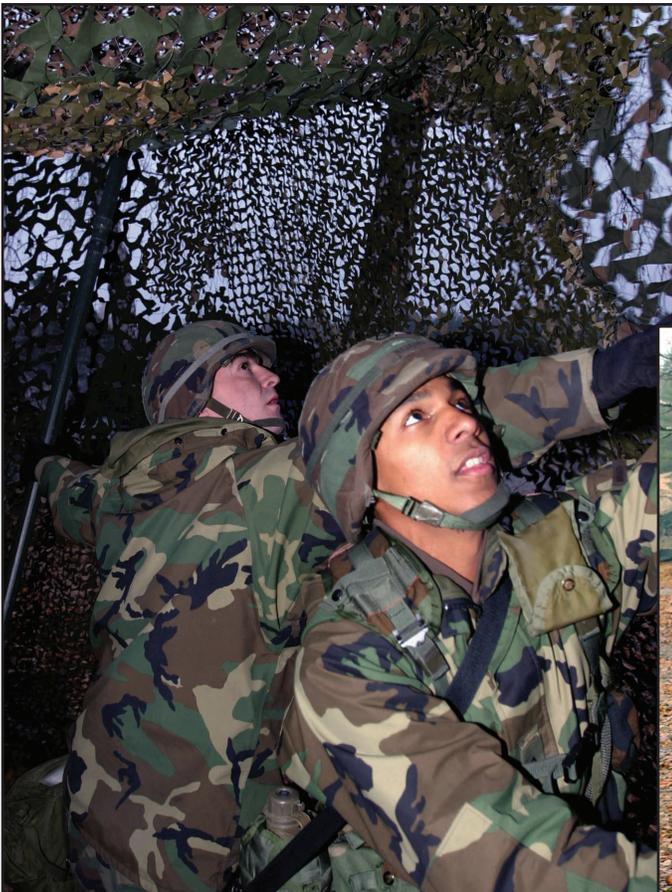


Photo by Melvin D. Tarpley, Jr.

Putting up camouflage for the rehearsal.



Photo by Sgt. Anissa Soto-Feliciano

Installing signal equipment for Dragon Impact.

Yellow ribbon pages for our



Photos and montage by William Triplett

deployed Soldiers and civilians.



Photos and montage by William Triplett

5th Signal Command Dragon Impact 2003

Mission Rehearsal Exercise for OIF2



Photo by Spc. Anissa Soto-Feliciano

PAO, role-playing as media on the battlefield, interviews Lt. Col. Jeannie Tibbetts.



Photo by Melvin D. Tarpley, Jr.

Visual Information Services Europe, also role-playing, preps Col. Jennifer Napper.



Photo by Melvin D. Tarpley, Jr.

A microphone can be very intimidating.



Photo by Melvin D. Tarpley, Jr.

Unloading for setup.



Photo by Melvin D. Tarpley, Jr.

Making sure all parts are connected.



Photo by Hans Braun

Network Operations and Service Center in Belgium checks net.

Bravo Company Soldiers Deploy to Support NATO Warfighters

By 1st Lt. Fred Hair

A communications support team, made up of Soldiers from Bravo Company, 44th Signal Battalion, deployed to various locations in northwestern Germany in support of ARRCade Fusion, an annual Warfighter exercise for the Allied (Command Europe) Rapid Reaction Corps (ARRC). Standard data packages were deployed to Rheindalen and Sennelager in direct support of the U.S. National Support Element and the U.S. Deployment Support Team.

The vast capabilities of the standard data package consist of Non-Secure Internet Protocol Router, Secure Internet Protocol Router, voice

communications, and video teleconferencing (VTC). Of these capabilities, VTC received the most attention as the ARRC focused on the ability to communicate tactically between the National Support Element, located at Rheindalen, and the deployed Deployment Support Team, located at Sennelager.

The warfighting capability that tactical VTC provides to the Warfighter is invaluable as it allows key commanders to look at each other 'eye-to-eye' over long distances during combat and peacekeeping situations, shortening the decision-making process and helping to ensure that the commander's intent is understood first hand.

A secondary benefit of the VTC, and one that strikes at the heart of Soldiers that leave loved ones behind, is the capability to see and talk to their families through Family Readiness Groups virtually "face-to-face" while deployed at distant locations.

Other objectives met during ARRCade Fusion were the extension of line-of-sight radio support to Javelin Barracks; located near Rheindalen, interoperability testing with the 1st UK Signal Brigade; and field-testing of the new Promina multiplexing system.

The Bravo Dawgs succeeded in every facet of the exercise, ensuring outstanding communications support and demonstrating to NATO forces the cutting-edge capabilities that the 7th Signal Brigade can provide to the Warfighter.

509th

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team," he said.

As the deployment begins to wind down for this group of Soldiers, some have had a chance to reflect on everything they have accomplished.

Spc. Avery Costner, network analyst, said he's gotten a lot out of being a part of Operation Iraqi Freedom.

"It's a pretty overwhelming feeling to actually come here and liberate a group of people from a tyrant. It really reinforces why we're here and makes me believe in being an American, being a Soldier," he said.

Costner recalled the 12-hour convoy to Kirkuk as a memory he'll always keep with him.

"People would see us and

come out and wave and shake our hands. Some even carried hand-drawn U.S. flags. Not until you deploy and can see you're actually helping people

do you get a chance to appreciate it. It makes it all worth it, everything I do as a Soldier," he said.



509th Signal Battalion Soldiers in their compound in Kirkuk.

Certifying for “Any Mission, Anywhere”

Communications package stays ready for possible deployment

Story and photos by Staff Sgt. Peter Fitzgerald

As tensions rose in the troubled African country of Liberia last summer, the 7th Signal Brigade mobilized a communications team for deployment.

“We’re constantly preparing so we can be ready for anything that may happen -- in Iraq, in Liberia, anywhere,” said 1st Lt. Jeremy Hayes, light communications package officer in charge, C Company, 44th Signal Battalion.

“Certification is crucial to any mission”

Hayes led a 12-Soldier team to Italy to get ready for the deployment. The package would form a command and control force enhancement module, or C2FEM, for the mission. Normally, the 509th Signal Battalion out of Vicenza, Italy, would provide the C2FEM. However,

Soldiers of that unit were already deployed to northern Iraq in support of Operation Iraqi Freedom.

“We’re backfilling for the 509th, but this is real work. We need to be ready,” said Hayes.

Getting ready meant getting certified for the mission. Before each package deploys on a mission, it needs to be certified by the brigade network operations security center.

“Certification is crucial to any mission,” said Sgt. 1st Class Gerald Holloway, automation non-commissioned officer in charge (NCOIC), 7th Signal Brigade. “They must meet minimum baseline requirements to operate and function.”

Holloway performs certifications for the brigade and added that it takes about one week to train up for a certification and one day to certify a package.

“We’ve streamlined the process so that packages can follow a

list of procedures to certification,” said Holloway.

In the end, the package did not get the call to deploy to Liberia, but the Soldiers trained as though they were going. The proof came in the certification process.

“They did very well,” said Holloway. “They were up to par and had only minor deficiencies that were corrected on the spot.”

Though they did not get to deploy, the Soldiers met the standard for the mission and still found value in preparing for the deployment.

“This was a good time to do some training and make sure people are ready,” said Staff Sgt. Walter Johnson, package NCOIC. “The more training, the better the customer service -- and that’s what we’re here to provide.”

“Regardless of the size of the mission, it’s very important a package trains and certifies so they are ready and able to support the customer,” he said.

Holloway left satisfied knowing that this package was ready for “Any Mission, Anywhere.”



Pvt. 2 Levi Kramer checks the wiring before certification begins.



(From left): Spc. Chris Mavec and 1st Lt. Jeremy Hayes mark off the shot area for the satellite.

Breaking Down Barriers between Simulations and Communications

By Col. Dave DeVries, Lt. Col. Mark Eastman, and Lt. Col. Rick Kempf

GRAFENWOEHR, Germany -- The 1st Infantry Division's (1ID) recent FREEDOM RESOLVE Mission Rehearsal Exercise (MRX) conducted at Grafenwoehr, Germany, in December 2003, was designed to prepare the division to successfully meet the unique challenges it will find while conducting operations in the volatile "Sunni-Triangle" region of Iraq. The 1ID MRX and DANGER FOCUS II, a ramp-up exercise, were especially challenging for those tasked to deliver a seamless simulation architecture that could accurately and realistically stimulate the division's organic command and control (C2) systems and allow "The Big Red One" to meet its training objectives. A complex "federation of simulations" was required to replicate the Operation Iraqi Freedom (OIF) environment, running distributed exercise feeds linked by high-speed data circuits from three locations around the globe.

Gen. B. B. Bell, commander, USAREUR, directed that there be a comprehensive set of tools to monitor simulations and command, control, communications, computers, intelligence, surveillance, and reconnaissance (C4ISR) systems...tools that have rapid fault isolation and robust fix-it capability. It was quickly realized that a unique organization was needed to manage such a complicated simulation environment and ensure that 1ID received the best possible training available given the magnitude of new systems fielded in the last



Simulations-Communications Operations Center supporting 1ID MRX.

two months and no opportunity to "fix" things before deploying. In concert with Seventh Army Training Command, Brig. Gen. Carroll F. Pollett, commander, 5th Signal Command, established an integrated operations center, the Theater Signal Reporting Cell (TSRC) at the exercise control level. The TSRC enabled seamless and comprehensive integration of the communications network and exercise simulations network, and provided total visibility of all C4I systems, both in the tactical and simulation architecture.

The TSRC, comprised of experts from the 5th Signal Command and 7th Army Training Command, was organized into five major sections designed to cover all aspects of communications and simulations with a single command and control. The heart of the TSRC was the Communications/Simulations Operations Cell (CSOC). The CSOC used many tools to monitor all simulations systems, the simulation Local Area Network and Wide Area Network, Army Tactical Command and Control Systems (ATCCS), and

the critical simulation injection points within the division and higher headquarters. The CSOC battle staff, checking three networks: Simulation, Secure Internet Protocol Router, and the Combined Enterprise Regional Information Exchange System, successfully integrated theater network monitoring capabilities. This was done by continuously observing the status of all C4ISR and simulations systems, and providing a coordinated response when technical issues arose. The CSOC was also able to verify systems participating in the simulation, provide pattern analysis and C4ISR system utilization records, and rapidly detect and isolate faults anywhere within the integrated network.

* The Simulation Response Team consisted primarily of Directorate of Simulations-Forward personnel. It responded to issues concerning the myriad of simulations-stimulation drivers. These experts understood the simulation systems and the models, which stimulated the ATCCS. In past exercises, the team's span of responsibility ended at the

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HHC, 44th Signal Battalion's Common Task Training, Mannheim, Germany.



44th Signal Battalion's field training exercise in Darmstadt, Germany. (Photo by Cpl. Sergey Batyrshin)

Neither Rain nor Sleet nor Snow

By Lt. Col. Mark Churchwell

DARMSTADT, Germany -- In preparation for future missions in support of U.S. European Command and U.S. Army Europe,

the 44th Signal Battalion enjoyed a winter wonderland during their recent battalion field training exercise March 2004. In spite of the challenges, including adverse weather,

the battalion persevered to sharpen their basic soldiering skills and certify tactical deployable communications teams.

Editor's Note: Churchwell is the 44th Signal Battalion commander.

Breaking down barriers

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inject point. Under the integrated operations center, the team was part of the solution to ensure the model to C4IS end points worked properly.

"...It's a successful model for commanding and controlling future exercises involving simulations and organic C2 systems."

* The 11D Response Team inside the division's Automation Management Office was responsible for maintaining and reporting the status of the division's organic communications assets. They also managed the direct support of the ATCCS contractors and the Defense Collaborative Tool Suite (DCTS) Support Team. All of these functions replicated the mission work load they would inherit in support of OIF2.

* The Information Management Office (IMO) Response Team focused on supporting the Exercise Control

Cell, the Higher Command exercise cell, and the USAREUR Command and Staff.

* The TSRC Strategic Reserve was made up of a team from the Central Technical Support Facility (CTSF), Fort Hood, Texas. It resolved ATCCS issues, provided subject matter experts to assist with digitized tactical operations center actions and theater-level communications issues. It also resolved system software compatibility issues with the responsible program manager. This support was critical both in providing additional operator-level training and helping leaders manage and fight the battle using digital information.

The TSRC helped make the technical issues of running a globe-spanning MRX seamless to the 11D, ensuring that the division could concentrate on training its leaders and staff for the mission ahead. The team successfully integrated C2 of the simulation-unique network with the strategic and tactical communications network. The integration involved

creating a special monitoring system in one common operations center manned by experts from every facet of the enterprise. If a problem was detected, it was quickly isolated, and identified as a modeling problem, a problem with communications, or operator inexperience.

At the end of the MRX, Danger Focus II, the senior mentor, Gen. (Ret.) William W. Crouch remarked at the after-action review that he had never experienced such a successful digital exercise as he witnessed there. "A truly successful exercise due to the hard work of the simulations personnel, the communicators, the operators, and the integrated operations center responded quickly to any problem that came up. It's a successful model for commanding and controlling future exercises involving simulations and organic C2 systems."

With the recent fielding of ATCCS in 11D, this exercise marks the first time the brigade and division command posts employed all their systems in a single environment.



Sgt. Eric Meland and Spc. Roberto Perez operating the DCP-S terminal in Poland.

43rd Signal Battalion Supports OIF from Poland

By Spc. K'tae Messersmith

WARSAW, Poland -- In mid-summer 2003 the 43rd Signal Battalion received orders to deploy their Deployment Communications Package-Strategic (DCP-S) team to Warsaw, Poland, to support Operation Iraqi Freedom. This was the second real-world mission for the 43rd Signal Battalion's DCP-S package in support of this operation. Sgt. Eric Meland, Sgt. Justin Carter, and Spc. Roberto Perez comprised the DCP-S team. The team deployed to support the U.S. Army and Air Force Liaison Office.

Leaving Heidelberg, Germany, and traveling throughout the night, they reached Warsaw the next morning. Polish police met the team and escorted them to the Polish base where 21st Theater Support Command (21st TSC) conducted its operations.

After being admitted on the post, Polish Soldiers helped transfer equipment into a second-floor office where the package was to be set up. The team was able to set up the full

DCP-S package and bring it on-line within four hours of arriving at the post.

The team quickly established a video teleconference (VTC) with Lt. Col. Lewis Naumchik, commander, 43rd Signal Battalion, effectively demonstrating its capabilities for their new customers.

The DCP-S team extended this VTC communications support to the 21st TSC (Rear), 21st TSC (Forward), 1st Transportation Movement Control Agency (1st TMCA), and 200th Material Management Center (MMC). Doing this allowed the senior officers conducting the operation to review troop and cargo movement into theater from around the world. During the 26-day deployment, the team conducted more than 200 VTCs.

The DCP-S team provided the latest communications support to their

5th Signal Command has several such teams throughout its operational battalions conducting missions in support of combatant commanders.

customers. This team of highly competent 43rd Signal Battalion Soldiers was the sole means of communications at this site. The package provided video and data services, including Secret Internet Protocol Router (SIPR) network, Non-Secure Internet Protocol Router (NIPR) network, and both secure and non-secure VTC.

Polska Telephony, the local telecommunications company, was contracted to provide Integrated Services Digital Network (ISDN) and commercial telephone capabilities for secure voice. Each ISDN line provided 128kb/second of bandwidth and had the ability to dial directly into any designated node on the network.

The officers at the post were able to arrange a trip to the Auschwitz Concentration Camp for the DCP-S

team. Auschwitz, one of the concentration camps where millions of people died during Hitler's reign, was a sobering site for its visitors. The

DCP-S team enjoyed the chance to work closely with the Polish Army and learn some of their language, culture, and traditions.

Before departing its home base in Heibelberg, the team was specifically tasked to provide the best customer support possible. By planning for the unexpected and using the knowledge and specialties of each team member, the team overcame all unforeseen obstacles to do exactly that. The 21st TSC (Forward) and customers from the 1st TMCA and 200th MMC were extremely pleased with the level of support the team provided and commended the DCP-S team for their support.

Editor's Note: Messersmith is a member of the 43rd Signal Battalion DCP-S team.

Implementing CAC and PKI in the European Theater

By Happy Barranco

HEIDELBERG, Germany -- Information is a powerful weapon that can help fight and win the Global War on Terrorism. Unlike other weapons systems in our nation's arsenal, information is vulnerable and requires protection. There is no "silver bullet" approach to protecting information. However, U.S. Army Europe (USAREUR) is leading the Army's race to implement cryptographic capabilities to protect sensitive information (encryption) and prove the identity of the e-mail sender (digital signature) on unclassified networks.

The implementation relies on the Department of Defense (DOD) Public Key Infrastructure (PKI), which provides a "private key" and digital certificate to all DOD employees, and provides the corresponding "public key" in directories. PKI private keys and certificates are issued primarily on Common Access Cards (CAC), which is the new identification (ID) card based on smartcard technology.

Lessons learned from recent military deployments showed that information security procedures must be tightened to protect sensitive information (i.e., For Official Use Only). E-mail is one of the main concerns since it is vulnerable to attacks through eavesdropping, interception, and message modification. Daily business operations require people to e-mail sensitive information including capabilities, supply shipments, places, times, manpower, financial accounts, communications, and force protection -- information that indicates our Army's readiness.

PKI offers a solution to improve operations security of unclassified e-mail transmissions and reduce



Photo by William Triplett

Willie W. Carter, Jr., computer specialist, 5th Signal Command, assists Spc. Adrienne Burthe, command group driver, with CAC verification process.

the opportunity for our enemies to gain critical knowledge about Army operations. PKI will enable identity authentication, digital signature, and encryption services for many DOD applications, and commercial e-mail is among the first "PKI ready" application. DOD views PKI capabilities as a way to achieve improved business processes, respond to a changing environment, and protect information to support the warfighter.

In November 1999, the Deputy Secretary of Defense directed the military services to implement PKI on the CAC. Many of USAREUR's personnel already have a CAC, but whether they serve in Europe or abroad, all of its computer-using employees must be enabled for PKI. Host Nationals and units redeploying from Operation Iraqi Freedom will be enabled for PKI in the coming months.

USAREUR is providing PKI capabilities to all active duty military, selected reserves, civilian government employees, host nation employees, and eligible contractors. Retirees and family members have not received the CAC, but will continue receiving the

current identification card as well as regular e-mail, without PKI.

USAREUR's goal was to complete implementation by Dec. 31, 2003, for personnel currently located in the central European region. For those not yet PKI-enabled, the CAC is obtained through their ID card section. Individuals should confirm that the CAC contains their three PKI certificates (identity, e-mail signature, and e-mail encryption) and that their Army Knowledge Online (AKO) e-mail addresses are imbedded. Individuals must memorize their six- to eight-digit personal identification numbers, or PINs.

The PKI implementation requires a user to have a fully functional CAC, and the unit's technical support can install the CAC reader on the computer. After a reader is installed, the user completes the process by going to the USAREUR PKI website and registering the PKI certificates on their CAC. (<https://iasure.usareur.army.mil/pki>).

Editor's Note: Ms. Barranco is the USAREUR PKI Program Manager.

5th Signal Command's Command Center

"The two truly transforming things, conceivably, might be in information technology ... and connecting things in ways where they function totally differently than they had previously. Possibly the single-most transforming thing in our force will not be a weapon system, but a set of interconnections and a substantially enhanced capability because of that awareness."

- Secretary of Defense Donald H. Rumsfeld - Aug. 9, 2001 -

The intent of this realignment was to foster a deeper level of planning expertise ..."

By Maj. Kris Ellis and Maj. Bernadette Hanley

In December 2001, as part of the Army's Transformation efforts, the Secretary of the Army began a review of Headquarters, Department of the Army (HQDA). The intent of this review was to develop "a more capable, responsive Army headquarters to address the urgent requirements of the next few years." For many of us, linking the word "transformation" to the realignment of a headquarters might seem like a stretch. But, if history is any indicator, there can be real power in simple reorganization.

On April 2, 1796, Napoleon Bonaparte marched his troops into Italy to fight a similarly equipped Austrian army that greatly outnumbered his own (38,000 to 73,000). In just two weeks, Napoleon crushed his opponent with lightning attacks at the battles of Montenotte and Mondovi.

On December 3, 1805, Napoleon's army of 75,000 faced a

combined Russian-Austrian army of more than 90,000 near Austerlitz. Two of Napoleon's divisions were completely exhausted, having covered the 70 miles from Vienna in two days. At the end of the day, 16,000 Russians and Austrians were killed or wounded, and the Tzar and his army had retreated.

Napoleon did not field dynamic new weapons or develop new tactics. The key to the success of his Grand Armée was organizational innovation. Before Napoleon, commanders kept their forces together in one large block to facilitate command and control (C2). Napoleon recognized that if he could find a way for his army to react as if he himself was everywhere at once, he could achieve a complete overmatch in mobility and maneuver.

Napoleon went on to establish much of the organization that we now use, almost 200 years later (for example, the corps). He developed the means to command by intent while the rest of the European armies were mired in command by direction.

Napoleon constantly reset the conditions for a fight using his new central nervous system, leaving the opposing commander stuck with a rigid plan. His Grand Armée won dozens of battles before the first shots were even exchanged.

Other European armies plodded along totally inflexible and completely unable to adapt to the dazzling maneuvers of Napoleon's Grand Armée. As one Austrian commander said, "They sent a young madman who attacked from the left, right, sides, back, and front. It was a wholly intolerable way of making war." All of this

was accomplished without a single new piece of "transformational" technology.

The commander of 5th Signal Command is triple-hatted as the 5th Signal Command's commander, the USAREUR G6, and the senior tactical commander for Mannheim, Worms, and Darmstadt areas. 5th Signal Command reports to both USAREUR and to Network Enterprise Command (NETCOM) at Fort Huachuca. The command's responsibilities are wide-ranging and disparate. To better support these missions and the transformation of USAREUR, the command's organization and C2 required changes.

In May 2003, 5th Signal Command embarked on two initiatives. The first was to separate the plans function from the G3 (Operations) and create a separate G7 (Plans). The intent of this realignment was to foster a deeper level of planning expertise within the command and promote more 'pull' to the planning functions. The G7 also became a principal staff officer as part of this reorganization.

The second initiative was for the G3 to stand up a 5th Signal Command Center (CC). This initiative dramatically reduced the number of times information was handled in the command and freed up processing resources within the brigades. As the CC stood up, the 7th Signal Brigade shut down its 24x7 NOSC-T (Network Operations and Security Center - Theater).

"We had too few resources to run redundant cells that essentially managed the same information," said Brig. Gen. Carroll F. Pollett, commander, 5th Signal Command.

The CC is a secure facility with work areas already established for the Crisis Action Team (CAT)

Continued on next page

Command Center

continued from previous page

when it is activated. Core members of the CAT include the G1 (Personnel), G4 (Logistics), and G8 (Resource Management), with Public Affairs, Inspector General, and Judge Advocate representatives augmenting the team as required. The watch officer and deputy watch officer on shift are responsible for monitoring and managing the commander's critical information requirements (CCIRs). These requirements currently involve outages on the strategic network and maintaining situational awareness (SA) of deployed packages arrayed from the Republic of Georgia to Iraq. The watch team also processes serious incident reports (SIRs), daily situation reports (SITREPs), and requests for information (RFIs). The Soldiers and civilians in the Network Management Branch of the G3 provide the watch team with the SA to manage the secure and non-secure data and voice networks in USAREUR.

The technology that feeds data into the watch teams includes spectrum and bandwidth monitoring/management tools, Command and Control Personal Computer (C2PC), Global Command and Control System Army (GCCS-A), secure e-mail, secure voice, the Defense Messaging System (DMS), and an Network Operations Support System trouble-ticket system. These are key enablers, allowing the 5th Signal Command to provide enhanced C2 capabilities to the USAREUR commander. As USAREUR's Expeditionary Warfighters continue to transform within the joint environment of the U.S. European Command (USEUCOM), reliable C2 will be absolutely critical. Unparalleled SA is the strategic hedge for the

USAREUR headquarters as it reorganizes.

Napoleon's revolution in C2 released the existing potential of his Army. His Imperial Guards were the most-feared Soldiers in Europe, not because they were equipped with new technology, but because Napoleon found a transformational way to unleash their existing human potential. They had the look of thoroughbreds, ready to run the distance to win.

Commanders must always adapt and innovate to harness new forces.

If the events of September 11, 2001, taught us nothing else, they taught us that today's threat environment truly is "come as you are." The best way to succeed in this complex and cognitive threat environment is to force our opponents to match us where we are strongest -- and our greatest strength lies in the simple fact that we have the most intelligent, disciplined, dedicated, and professional Soldiers in history. Everything we do as an Army should seek to maximize the potential of our people.

The realignment of organizational headquarters across the Army is a key component of the Army's Transformation. As former Chief of

Staff of the Army, Gen. Eric K. Shinseki, noted, "this realignment will create a more effective and efficient headquarters, enabling us to increase our momentum and achieve the objective force this decade."

News releases have described the guiding philosophy behind this realignment as focused on the following goals: enhanced effectiveness by clearly defining responsibility and authority within functional areas; realigning fragmented organizations; eliminating duplication of effort; incorporating where appropriate, better business practices and organizational concepts that have proven successful in major corporations; and optimizing the use of technology. Clearly, 5th Signal Command is reorganizing along these lines.

We must only handle information once, post before processing, pull data, and collaborate. These are principles for the command, not the CC. The intent of reorganizing the headquarters is not to achieve marginal gains in our staffing procedures or to centralize decision-making. The intent is to fully realize the potential of the Soldiers and junior leaders in 5th Signal Command. Our aim is to push power to the edge of our formations and turn loose the "thoroughbreds to win."



Photo by Sgt. Anissa Soto-Feliciano

From left to right: 1st Lt. Thomas Enterline and Capt. David Redman work in 5th Signal Command's Command Center.

Documenting change

The NSC "Triad"

By Mr. Randy Robertson

Transformation. The word is everywhere. Like a linguistic weapon of mass destruction, the term "transformation" seems to be applied to about anything undergoing change. There's talk of transforming the Army, transforming the federal work force, and transforming our schools. We even speak of transforming our homes and our children. Transformation is all around us, and what it brings runs the spectrum of possibilities: volatile to calm, chaotic to planned, unpredictable to calculated.

Pivotal to the transformation is high-quality customer service..."

Together with the Army's transformation, 5th Signal Command is engaged in a transformation to meet the challenges of a dynamically changing European theater. Though conceptually evolutionary, the results at times border on being revolutionary.

Pivotal to the transformation is high-quality customer service . . . providing professional assistance, guidance, and information where and when needed.

Driven by changes to Network Operations, the 21 warfighter and community-based Network Service Centers (NSCs) in U.S. Army Europe must be proficient in three core disciplines: Network Management, Information Dissemination Management, and Information Assurance. To ensure that proficiency, the documentary, "Triad": The NSC Implementation Plan, The NSC Executive Summary, and The NSC Vision, was fielded to set the conditions for standard the-

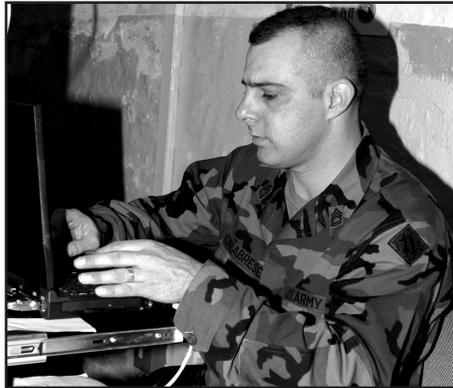


Photo by Hans Braun

Sgt. 1st Class Charles Calabrese works from a laptop in Belgium.

ater-wide information management services.

Establishing a theoretical framework on which to build a business process map was the first fundamental step towards standardizing procedures and achieving proficiency in NSC operations. The process began in September 2002, when a "tiger team" convened to create baseline tasks, conditions, and standards for each NSC functional area.

Selected NSC chiefs spent hundreds of hours engaged in the lively and sometimes confrontational process of building a basic NSC operational manual. Despite the challenges, this august group of senior automation specialists wrote, staffed, and fielded "The NSC Implementation Plan." This 300-page plan is the baseline document for standardized operations at all central region NSCs and those in the Kosovo and Stabilization Forces areas. The plan identifies seven primary functional components, 16 major operations, 41 separate tasks, and 198 individual actions found in the standard NSC.

A "how to" guide to operations in the seven functional domains of an NSC (e.g., customer support, information services, dial control office, operator assistance, network

operations, information dissemination management, and information assurance), "The NSC Implementation Plan" outlines step-by-step actions in 16 areas ranging from maintaining Hicom switches to controlling publication accounts. Detail-oriented, it is the primary reference source for personnel assigned to the NSC. Its companion is "The NSC Executive Summary." Designed as a leaders guide to NSC operations, "The Executive Summary" is 10 pages of high-quality narrative, charts, graphs, and photos. It provides military officials, community leaders, and senior communicators with a concise overview of how the NSCs are configured and operated.

The third and final part of the "Triad" is "The NSC Vision." Tailored to the theater community, the pamphlet outlines basic NSC doctrinal concepts and establishes conceptual crosswalks between the Army's, USAREUR's, and 5th Signal Command's transformations. Based on precepts from Dr. John Kotter's best-selling book, "Leading Change," "The NSC Vision" is built on the following time-honored elements of change: creating a sense of urgency, establishing a guiding coalition, developing a vision and strategy, communicating the change vision, empowering employees, and creating short-term wins. Using these tenets, the NSC transformation has not only set the standard for excellence in communication and information management in USAREUR, but could influence future Army-wide changes.

The Army is always on the move. Processes, procedures, and doctrine are constantly evolving and changing for the better.

Recent participation in 5th Signal Command's "Dragon Impact" exercise focused on techniques, tac-

Continued on page 28

Transforming IT Services in USAREUR

By Michael Crabtree

When Secretary of Defense Donald H. Rumsfeld assumed office on 20 January 2001, one of his top priorities was to transform the United States military. As part of that transformation, the Army is changing the way it provides support to the Soldiers and civilians who comprise the Army's customer base. Accordingly, the Chief Information Officer (CIO)/G6, Headquarters, Department of the Army, issued a series of memorandums to initiate a major shift in how the Army would design, develop, field, and support information technology (IT) services throughout the world. In response, the Army Knowledge Management (AKM) program established a series of goals and requirements to make IT more effective and more efficient while reducing the cost of IT ownership.

In the European theater, the United States Army, Europe (USAREUR), has taken the lead in transforming IT services. This is being done by transforming USAREUR's information infrastructure. To achieve this, USAREUR -- under the leadership of the USAREUR CIO/G6 in coordination with the DA CIO/G6 -- developed a plan to use commercial

Documenting Change

continued from page 27

tics, and procedures across the information technology spectrum, specifically in the area of NSC operations documented in the "Triad." The exercise validated and refined NSC operations and their importance to overall USAREUR mission success. Additional validation came in late January with the Keith L. Ware com-

best-business practices to provide IT support to Army customers in Europe. Its methodology was modeled the way IT business is conducted by industry in the continental United States (CONUS). The goal would be to manage the entire IT system as a centralized enterprise. This would replace the wide variety of stovepipe systems, many of which were incompatible with one another, that have grown throughout the theater over the years.

To carry out the mission of designing and implementing the centralized enterprise IT services for the Army in Europe, Task Force Enterprise (TFE) was formed within the Office of the Deputy Chief of Staff, G6, HQ USAREUR/7A. TFE was given a charter to select the most effective and efficient commercial methods for achieving centralized enterprise management and to base its design and implementation strategy on those methods. This would be done in coordination with the Army CIO/G6.

Commercial organizations as well as representatives from the user and IT community joined forces with TFE to change the way the Army provides IT support in Europe. Under this arrangement, TFE and its partners developed a plan to transform all

mendations for "The NSC Vision" and "The NSC Executive Summary." These awards are the Army's most prestigious accolades for print media. The U.S. Army Network Enterprise Technology Command winners will now advance to Headquarters, Department of the Army for final competition.

Relevant to a larger transformation, the NSC mission is clear -- to

Army installations in the central European region over the next three years.

The plan called for TFE to conduct site surveys to identify the IT posture. The team would then take the results of those surveys and produce a consolidated "as is" database.

Next, architectures would be developed to offer the full spectrum of potential change -- from modest, incremental adjustments to a complete redesign of IT services.

While still in the early stages, the TFE has identified the potential for greatly reducing the cost of IT services throughout the theater. TFE has also identified possible ways to expand IT services to provide capabilities currently not available to the Army in Europe, such as IT continuity-of-operations facilities, enterprise-wide desktop management, and enhanced help-desk services.

The success of TFE has created a precedent that will have long-term benefits for the Army.

As it continues to find more efficient ways to provide IT support to Army customers in Europe, TFE is creating a model for the Army to use in other regions as it strives to manage IT systems as a centralized enterprise.

Editor's Note: Crabtree is with 5th Signal Command's USAREUR G6.

be the best customer service provider of information technology and management services in the world . . . innovative and versatile Soldiers and civilians who enable theater access to the Global Information Grid . . . delivering the right information, in the right format, at the right time, to the right place, for the Warfighter!

U.S. Army Europe's "Go To" Communicators

"The 6981st Civilian Support Group makes it happen"

By Maj. Gerd Drechsler and Eddie Boes

Supporting the U.S. Army Europe (USAREUR) communities from the United Kingdom to Italy, the men and women of the 6981st Civilian Support Group (6981st CSG) are USAREUR's "go-to" unit when it comes to emergency cable installation and repairs.

The 6981st CSG is one of three host nation support and service units remaining in USAREUR. Created shortly after World War II, it celebrated its 50th anniversary in 2002. It is a direct descendant of the first German labor service units activated to support relief operations during the 1948 Berlin blockade. The unit is assigned to the 2nd Signal Brigade and headquartered at Coleman Barracks near Mannheim. It also has a support detachment at Grafenwoehr.

Though much smaller than its predecessor of five decades ago, the mission for the 6981st CSG remains the same: to support Warfighters and military communities wherever and whenever there is a need for emergency communications cable repair, installation, and communication engineering solutions.

Members of the unit are true craftsmen. While retaining the skills



Alexander Lavan, specialist signal repairman, terminates a fiber optic cable to a distribution panel.

and abilities necessary to install and repair antiquated copper wiring, which is still common in much of the theater, they also bring today's technology, training, and solutions to any challenge. Focused on fiber-optic materials and techniques, the 6981st CSG not only supports the Warfighter, but is also involved in on-going projects like rerouting fiber-optic packages at the Supreme Headquarters Allied Powers Europe, and providing cabling infrastructure for the Homeland Security Agency at the European Military Affiliate Radio System gateway entry point in Heidelberg. Their workload grows exponentially as USAREUR units across the theater phase out much of their 50-year old wiring systems.

With the tremendous push to support Warfighter exercises and large-scale deployments, the unit retains a constant presence at Grafenwoehr Training Area. Last year alone the 6981st CSG detachment in Grafenwoehr laid and retrieved more than 3,000 meters of overhead cable for the Danger Focus and Agile Lion series of exercises. The intensity of exercises at Grafenwoehr, Hohenfels, and Vilseck ensure the unit will have sufficient work in that area for years to come.

Working with industry giants such as Deutsche Telecom and Siemens Co., the 6981st CSG is forging new and innovative ways to deliver high-speed transmission networks throughout USAREUR. Recently the men and women of the unit took on one of their largest challenges, installing a cable distribution system, connecting the traffic control tower with all operational elements of the

Coleman Army Airfield. Along with replacing the old maintenance-intensive infrastructure, the project also provided a foundation for connecting a new radar-system. The long-awaited, cost saving project was made possible by using the 6981st CSG manpower instead of commercial contractors. Nearly \$400,000 was saved.

Another project undertaken by the unit was the installation of the entire communications infrastructure for the 2003 USAREUR Land Combat Expo. This provided the 6981st CSG an opportunity to showcase its capabilities, laying more than 12,500 meters of copper and fiber cable in 10 days. The unit also mounted more than 400 connectors and installed three major patch panels at the same time. Through its efforts, the very latest information technology demonstration projects were displayed daily for thousands who visited the event.

The 6981st CSG plays as critical a role in USAREUR's present and future as it has in its past. Focused on providing the very best customer service and assistance when and where needed, it is truly the theater's "go to" unit for communications support.

Editor's Note: Drechsler is the commander, 6981st CSG; and Boes is the S4, 2nd Signal Brigade.



Holger Noll, cable splicer, terminates telephone land lines to a distribution box at Land Combat Expo.

Innovations in Video Teleconferencing

New technologies, new methods

By Chief Warrant Officer
Matthew T. Cramer

STUTT GART, Germany -- Gen. Charles Wald, deputy commander, U.S. European Command (USEUCOM), has grown quite accustomed to living on the edge of technology. Members of the 52nd Signal Battalion have worked diligently in providing him with innovations in video technology. Within minutes these signaleers can provide video teleconference (VTC) capability to any area around the world.

The battalion is located in Stuttgart, Germany, the home of USEUCOM's Headquarters.

Wald's communications team is the newest of senior leaders communications support teams in 2nd Signal Brigade, headquartered in Mannheim, Germany. Its mission is to support the USEUCOM deputy commander with secure voice, data, and VTC communications while traveling away from home station.

Having only been established since October 2002, the team has had to accelerate its learning pace and acquire additional equipment to support this newly established mission. Team members travel in small groups to locations throughout the USEUCOM area of responsibility and CONUS.

The team recently engineered a deployable VTC system

capable of supplying high-quality video. It provides rates up to 128 Kilobits per second (Kbps) with a quality similar to that of higher-end 256 Kbps terminals. Through video compression algorithms, data caching, and improved video coder-decoder equipment, the quality has improved immensely considering the size of the package deployed. It is slightly larger than a carry-on suitcase.

Although VTC capability with suitable quality is in its infancy, the team has successfully provided this technology in distant places all over the globe. VTC con-

ferences have been established from the far reaches of Washington, D.C., to austere regions in southern Africa. Team members are trained to operate the equipment from embassy rooms to desert flight lines. This flexibility allows almost instantaneous secure data, voice, and VTC communications from any location in the world.

Future plans include improving video quality and experimenting with smaller, more efficient equipment to better suit limited space on air platforms. With the abundance of technology and highly motivated communicators available today, the sky is the limit when it comes to communications support for USEUCOM's deputy commander. To date, the team is the only one that has deployed with VTC.

Editor's Note: Cramer is a technician in the 52nd Signal Battalion's S3.



Staff Sgt. Jimmy Strand works with VTC equipment.

Keeping the SACEUR Connected

By Chief Warrant Officer Todd M. Boudreau

The Supreme Allied Commander Europe (SACEUR) acts as the military arm of the North Atlantic Treaty Organization (NATO) for the preservation of peace and security. The SACEUR communications team from the 39th Signal Battalion provides him the premier data and voice communications support needed while traveling.

Standard operations often mobilize the commander and his team to visit foreign equivalents of our Pentagon and White House officials, so small, light, and rapid movement is a must. Currently, the team can pack all its equipment into three transportation cases. Still, they see advantages to finding ways to further reduce equipment size and profile. Newer smaller systems, however, must be compatible to legacy equipment used by their foreign counterparts.

2nd Signal Brigade has several teams to support our senior leadership.

The equipment is divided into four components: voice, data, transport, and airborne. For mobile non-secure voice, tri-band Global System for Mobile Communications (GSM) cell phones with worldwide roaming capability are used. In countries without roaming partners, coordination through embassies is done to rent telephones. For mobile secure voice connectivity, Iridium satellite telephones are used.

Fixed secure voice communications is also available with an added capability of establishing secure calls



Staff Sgt. Robert Dawson talks to team from home base. (Photo by Patrick Wilson)

to legacy voice devices. Voice communications are secured to the appropriate classification levels at all times.

Unclassified documentation can be faxed or e-mailed to the team's sensitive but Non-secure Internet Protocol Router Network (NIPRNET) account. Documentation up to Secret level can also be faxed (vice secure voice) or e-mailed to the team's Secret Internet Protocol Router Network (SIPRNET) account.

Laptops used are periodically synchronized to keep the team up to date. Documentation of any security classification can be faxed or sent using file transfer protocol (FTP). This provides the capability to send large files rapidly. To move hard-copy documentation to and from the SACEUR, sheet-fed scanners and printers are used.

The preferred transport component is a landline. If a plain old telephone system (POTS) line is available off the Public Switched Telephone Network (PSTN), a simple connection is made to the facsimile machine, the NIPRNET laptop internal modem, the SIPRNET laptop (via a Palladium secure modem), or a secure telephone. If the line is Integrated Services Digital Network (ISDN) or digital, or if the line connects to a conferencing/multi-line telephone, a special

mobile connector that allows a POTS device to communicate through a telephone's handset connection is used. Telephone line (and power) adapters for each country visited are always on hand. In the absence of a landline, an International Maritime Satellite terminal is employed. In extreme cases, a transit case LST-5D (LSST-5s) that communicates via Ultra High Frequency Satellite Communications (UHF SATCOM) is available.

When airborne with fixed-wing, the Air Force communications team on board work with other members of the 39th Signal Battalion's team from their base station at Supreme Headquarters Allied Powers Europe (SHAPE). The base station is able to patch, coordinate telephone conferencing, and transfer calls, both secure and non-secure, over platforms already mentioned, and the defense secure voice network. It can also receive, manipulate, and transmit documentation as data communications.

When airborne with rotary-wing, the Army team handles the communications console and maintains emergency communications and patches secure voice calls to and from the SACEUR via its base station.

New Narrowband Digital Technology devices are also being integrated into the team's kits; the challenge is to build an interface to communicate with legacy secure voice instruments. The new devices are expected to be in use by early 2004.

These communications teams are a vital part of command and control throughout Europe. They have to be at the top of their game and technologically advanced to provide high-quality communications to our senior leaders.

The Link between Signal and Military Intelligence Communities

By 1st Lt. Michael P. Burns

A member of 102nd Signal Battalion since October 16, 2002, the 255th Signal Detachment is one of the few strategic signal detachments remaining in Europe.

Its mission is to provide round-the-clock secure and non-

secure local voice and wide area data network support to military intelligence in the USAREUR area of responsibility.

Within its first year of reactivation, the detachment had a direct impact on the wars in Afghanistan and Iraq. Although it did not deploy, it ensured vital communications or

information lines remained operational at all times for Warfighters. The circuits it maintains are vital for sending and receiving information to fight the Global War on Terrorism. The detachment helps protect Soldiers and civilians, and the American way of life by ensuring these lines of communication remain fully mission capable. Military intelligence depends upon the circuits it operates, maintains and troubleshoots to send vital information to the Warfighter.

The evolution of the Global Information Grid (GIG) has blurred the lines between operational and tactical communications with the help of new and exciting technology extending from the highest levels of government directly to the Warfighter. The Signal Corps continues to restructure itself to meet the Warfighter's need for real-time information. The detachment ensures reach-back capabilities are available anytime, anywhere. Gathering and compiling real-time information is vital to any mission, especially in this technological age. Even in the strategic environment, the detachment maintains the communications links that provide real-time information.

The 255th Signal Detachment is a small but vital link between the signal and military intelligence communities. It is a young detachment looking forward to new and exciting challenges.

Editor's Note: Burns is the Commander, 255th Signal Detachment.

Pfc. Scott Gordon from the 255th Signal Detachment conducting daily circuit updates.



Photo by Timothy L. Pruitt

USAREUR'S PAPER WARRIORS

THE U.S. ARMY PUBLICATIONS
DISTRIBUTION CENTER,
EUROPE
(USAPDCE)

*Transforming to point-of-
order and just-in-time
management systems ...*

By Charlotte Meckel

The mere thought of the USAPDCE produces images of being buried under piles of paper. USAPDCE (also known as Pubs), 2nd Signal Brigade, is the only central publications and forms management element supporting the Army in Europe. It is one of three remaining major publication distribution centers left in the Army, with the others located in St. Louis and Korea.

Pubs distributes somewhere between 50,000 to 100,000 documents every month, with the number increasing as units deploy. Pubs already manages more than 200 pinpoint accounts in Iraq, with hundreds more across the European theater. It has one of the largest printing accounts in Europe's Document Automation and Production Service (DAPS). Despite these and many other numbers associated with Pubs, the mission stays the same -- to provide timely and responsive distribution of publications and forms to other U.S. activities located within the European area of operations (AOR).

There are three primary components to the USAPDCE mission: account management, customer ordering, and requisition fills.

With more than 1,500 active publication accounts, approximately 85 percent comes from current U.S. Army Europe (USAREUR) units. Pubs services account managers down to battalion and separate company level. The other 15 percent of customers consists of selected U.S. Air Force Europe elements; units

deployed to Iraq, the Balkans, and the Middle East; and embassies and consulates located throughout the AOR.

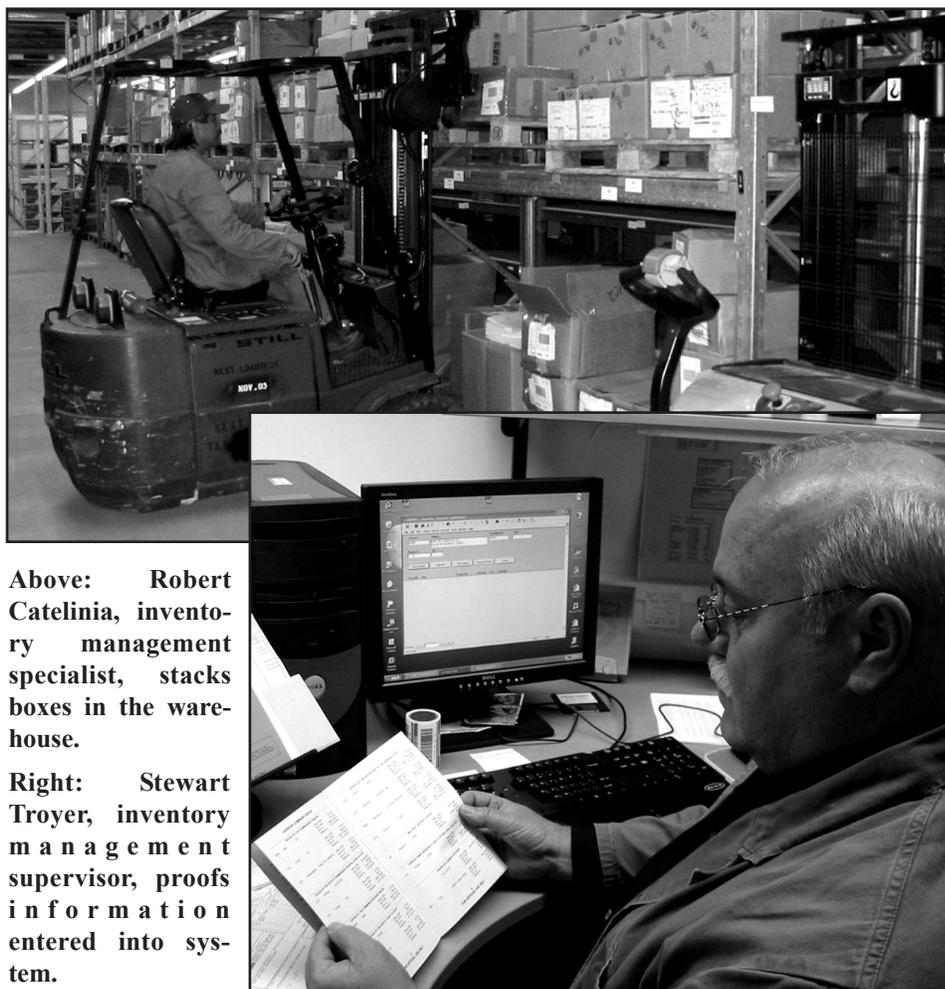
Transforming to point-of-order and just-in-time management systems, customers no longer have to stockpile their forms and publications; turn-around time has been significantly reduced. For the past three years, the Army in Europe Publishing System (AEPUBS) has become the primary management tool for supplying units with publications and blank forms.

The AEPUBS and its predecessor, USAREUR Publications

System, were recognized by the Secretary of the Army for innovative style and ease of customer use. These two programs also won, for USAREUR, the Secretary of the Army Award for Publications Improvement. USAREUR also won the 2002 "Best Business Practice Award."

Fill time for requisitions has been slashed by more than half over the last three years under the auspices of the executive order "Less Paper Policy" and through the use of electronic media. By using new technology we are pushing information more rapidly to our customers while at the same time providing full account maintenance via the web. Electronic versions of publications and forms can be in the hands of the user within minutes. Using express

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Above: Robert Catelinia, inventory specialist, stacks boxes in the warehouse.

Right: Stewart Troyer, inventory management supervisor, proofs information entered into system.

NBC Training in Italy

Brigade NBC team prepares 509th Soldiers

Story and photos by Staff Sgt. Peter Fitzgerald

Nuclear, biological, and chemical (NBC) training took on an Italian flavor as the brigade NBC team visited the 509th Signal Battalion in Vicenza.

"Our goal was to go down there and validate their NBC program and provide additional training," said Sgt. 1st Class Jeffrey McClendon, brigade NBC noncommissioned officer, 7th Signal Brigade.

McClendon, along with Capt. Cathryn Moore, brigade chemical officer, spent a week with the battalion providing training on new equipment and establishing proper NBC room operations.

"Because of their location in Italy, support to the 509th has different challenges than battalions in Germany," said Moore. "But it's important to ensure all the units meet Army standards when it comes to NBC."

For the Soldiers of the 509th, the visit was an opportunity to ask questions and get immediate feedback.

"This training allows me to make sure everybody here is trained," said 1st Lt. Jamin Foster, battalion NBC officer. "This is very important, especially with the real-world missions we're doing now."

The 509th Signal Battalion currently has a 12-Soldier package deployed to Kirkuk in northern Iraq. NBC training has been of greater significance with the onset of Operation Iraqi Freedom and the threat of chemical or biological warfare. Advances, such as the Joint Service Lightweight Integrated Suit Technology (JSLIST), have been incorporated into the training. The NBC team had a chance to demonstrate the new suit, which is replacing the battle dress overgarment. For some of the 509th Soldiers, it was the first time they had an opportunity to see the JSLIST.

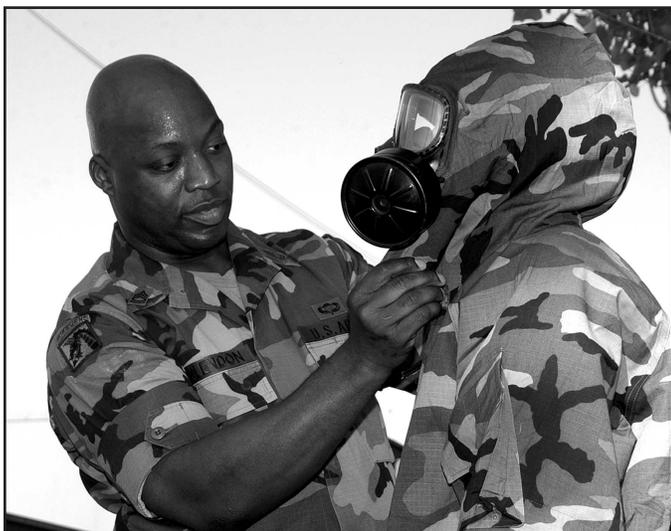
"It's a great suit," said Foster. "It's lighter and provides better overall protection. We need to train our Soldiers on the latest equipment so they're confident that the equipment will keep them safe."

In addition to JSLIST training, the brigade team inspected the battalion's NBC equipment and procedures to ensure they meet the standards.

"It was a good chance to see where they were at," said Moore. "We helped them organize it, checked expiration dates and identified shortages."

Developing and implementing proper NBC room procedures provide the unit a better capability and builds confidence towards conducting NBC operations.

"The training has been very helpful," said Sgt. Lee O'Guin, network controller and assistant NBC NCO, 509th Signal Battalion. "They taught me how to do reports and conduct inventories. They're the experts and I appreciate their time. I now know how to run a NBC room."



Sgt. 1st Class Jeffrey McClendon helps fit the hood of the new JSLIST on Pfc. Sabrina Stem.



(From left) 1st Lt. Jamin Foster, Sgt. Lee O'Guin, Sgt. 1st Class Jeffrey McClendon, and Capt. Cathryn Moore organize NBC room.

Information Technology Training in 5th Signal Command

*“INNOVATION THROUGH
A PARADIGM SHIFT”*

By Eric Armstrong and Randy E. Robertson

Comparing information technology (IT) training taking place in the 5th Signal Command today to what occurred last year or even six months ago is somewhat akin to comparing a 1987 Mercedes' 190 model to today's version. They both run and each has a hood, a gas tank, and four wheels. After that the similarities grow weak. Comparing how 5th Signal used to do IT training to what is taking place today is pretty much like comparing those two cars.

The story of how the command moved from a moribund “classroom-based” structure to a web-centered, electronic learning model is comparable to similar moves sweeping higher education in America. Most colleges and universities are still indelibly tied to the “traditional” market. Their mission is to serve the 18-year-old high school graduate who lives on or commutes to campus, attends class most of the time, knows where the library is, eats in the student union, and plays Frisbee.

However, as Robert Silberman, chief executive officer, Strayer Educational Inc., says, “. . . adult students are a much different breed.” Places like the Washington D.C.-based Strayer University, the University of Maryland University College, and University of Phoenix which offer programs in Europe, design their courses with adults in mind. Focused on a different learning

model, these schools offer classes tailored to how adults learn.

Results of a Command IT training survey painted a less-than-rosy picture. For one year, from April 2002 to April 2003, on-site IT instruction was provided by a non-certified contractor at 2nd Signal Brigade's Taylor Barracks' classroom. Offering nine core-level courses common to the Network Service Centers and Network Operations and Security Center, like Cisco Basic and Advanced, Foundry, and Spectrum, 53 classes were held, capable of training nearly 850 students.

“...distributed, real-time training, led by certified instructors...”

Of the many criticisms, the one heard most often was the courses were “Mannheim-centric,” taking place only in the brigade's classroom in Mannheim. With the classroom often only half-filled, courses sometimes looked like a freshman-level sociology course. Temporary duty (TDY) costs also strongly influenced attendance, with the price of per diem often exceeding the return value of the product. Quality was also an issue. While most instruction and instructors were good, the courses, class materials, and teachers were not certified and few were trained in the art of teaching.

Armed with this data, Col. Hubert W. Newman, commander, 2nd Signal Brigade, approached Brig. Gen. Carroll F. Pollett, commander, 5th Signal Command, with a proposition and plan to change the 5th IT training model. He proposed a paradigm shift: a shift based on rethinking, repackag-

ing, and redelivering command-wide IT training. One established around leaving the classroom and its pedagogical styled format, and moving to distributed, real-time training, led by certified instructors and tailored to adults. All this and at the same time minimizing TDY costs and travel disruptions.

Taking the challenge, a competitive search of industry leaders was made, with Information Management Systems Incorporated (IMS) selected for a one-year performance-based contract.

Ranked as one of America's premier IT training organizations, IMS has a proven track record of providing training solutions to many Fortune 500 companies. Utilizing real-time, on-line instruction by certified trainers from leading worldwide IT vendors, students receive interactive classes at their duty location using a personal computer Internet connection. Most courses also provide students with the ability to access remote labs. This allows the instructor to determine the student's competency level while permitting the student to practice new skills and knowledge. Labs can be logged into 24 hours a day up to several days following course completion. Students also retain all vendor-provided training materials for future reference.

Since July when the contract started, 20 classes have been taught, with over 300 students from various locations throughout Europe completing courses. The initiative has been so successful that some view it as an enterprise solution for the Army. Flexible and adaptable, the 5th Signal Command IT training initiative is positioned to capitalize on broader moves to expand its computer-based training (CBT), using SmartForce software, in the Army. Many IMS

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IT Training in 5th

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classes are capable of using CBT as introductory or prerequisite "building blocks" to more technical or higher level courses.

Despite reviews from most of the participants, the command still recognizes that for some courses, there's no substitute for traditional, instructor-led classroom training. Highly technical and "hands on" courses are still offered at the 2nd's Network Training classroom.

The command also continues to make inroads towards expanding the training package into the tactical arena. It is working with IMS to export much of the same capabilities now used for strategic training to courses for Soldiers and civilians in tactical and deployed environments. The first iteration of the once known "7th Signal Brigade Data University" is expected in the April/May 2004 timeframe. It will provide necessary IT training to Soldiers wherever they are.

The world is rapidly changing . . . and so is 5th Signal Command. In the span of several months, it has moved from a paradigm used for several centuries to one tailored to how today's adult learns best in the 21st Century.

For more information call DSN 381-7544 or send email to: hilde.wagner@hq.2sigbde.army.mil

"USAPDCE"

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courier services, hard copies are now delivered in one-third of the time.

Always looking for ways to improve, USAPDCE has created a stand-alone customer service section. Customer service personnel assist unit pubs clerks with navigating AEPUBS and managing

Host Nation IT Apprentices Train at 5th Signal Command

By Monica Tullos

Nine local nationals have an opportunity to cut career paths in the Information Technology (IT) field. Selected last fall to participate in a 3-year internship program conducted by 5th Signal Command, Funari Barracks, the group works with state-of-the-art equipment in a professional environment.

"The training here is...wide-ranging," comments intern Julian Ruf. "I am amazed what I've learned so far."

"I have learned a lot by working on several projects involving programming and web-site development," says Nico Geschka, another intern.

5th Signal Command is cooperating with the local employment office and the Chamber of Industry and Commerce to counterbalance employment reductions. The number of interns may be small, but the impact of skills they acquire is significant. The German job market has a high demand for IT specialists, but there are few apprentice positions.

5th Signal Command interns receive the benefit of hands-on training in a military environment with premier technological conditions. In addition, they receive one week of classroom training monthly at the Werner V. Siemens Trade School in Mannheim, Germany. This German and American collaboration is expected to introduce talent fully capable of meeting the needs of the future.



(L-R) facing: Stefanie M. Davis, Felix Duenschede, Niko Geschka, Daniel Schroeder, Julian C. Ruf, Col. Mark Steenberg. With backs to camera (L-R): Victor Reimche, Thomas Krischke, Christoph Hart, and Christian Hinz.

their own individual accounts. AEPUBS offers on-line ordering, easy-to-use account management tools (menu driven), training, and a site user's guide.

As a full-service publications support system, it is the focal point for publication ordering and distribution in the

European Theater. Customer service personnel offer telephonic guidance and on-hands training to publication officers and clerks anywhere in the theater.

Contact USAPDCE at:
pubsdiv@usapdce.aepubs.army.mil

NETCOM Leaders Meet with Brigade Soldiers

Maj. Gen. James Hylton and Command Sgt. Maj. Ronald Desjardins come to Mannheim

Story and photos by Staff Sgt. Peter Fitzgerald

MANNHEIM, Germany -- After visiting with 7th Signal Brigade Soldiers, leaders from U.S. Army Network Enterprise Technology Command (NETCOM) said they liked what they saw.

"This is a very impressive organization," said Maj. Gen. James Hylton, commander, NETCOM.

Hylton, along with NETCOM senior noncommissioned officer, Command Sgt. Maj. Ronald Desjardins, had a chance to explore brigade facilities and meet with Soldiers during two separate visits this past September.

"It's good to see them come and get face-to-face with Soldiers," said Sgt. Marcus Mustin, data package team chief, Charlie Company, 72nd Signal Battalion. "It shows the Signal Corps is going in the right direction -- that they care not only about getting

the job done, but about Soldiers as well. And that's good for young Soldiers to see."

"These are really impressive young Soldiers and indeed the centerpiece of our formation."

Desjardins, who had just returned from visiting troops in the Iraqi theater, commented on the work of signal Soldiers.

"Soldiers from the 7th Signal Brigade are doing a great job," he said. "I take my hat off to each of you for what you do. Keep doing the things you're doing."

Hylton paid a visit to brigade classrooms and inspected facilities at Voice of Freedom University, where signal Soldiers continue their career training.

"We wanted to get across that we're not teaching [Advanced Individual Training] here, but adding on to that," said Sgt. 1st Class Gerald Holloway, automation NCO in charge, 7th Signal Brigade. "As we train for our wartime mission, we expand on what's taught at AIT. We have the facilities here to make a pretty lethal data Soldier."

Hylton said he came away from the visit most impressed by the Soldiers.

"They are focused on their missions and they have a great ability to shepherd their capabilities to meet operational requirements," he said. "These are really impressive young Soldiers and indeed the centerpiece of our formation. They truly make a difference."



Above: Maj. Gen. James Hylton gets a tour of Voice of Freedom University facilities from Sgt. 1st Class Gerald Holloway.



Soldiers discuss the signal mission with the NETCOM commander. (From left): Sgt. Marcus Mustin, Sgt. Karl King, and Maj. Gen. James Hylton.



Right: Command Sgt. Maj. Ronald Desjardins speaks with noncommissioned officers and junior enlisted Soldiers about the signal mission.

69th Signal Battalion's Well-Being Rally

By Lt. Col. Michelle M. Fraley

WUERZBURG, Germany -- After four months of planning and coordination, the 69th Signal Battalion hosted its first Well-Being Rally at Leighton Barracks. The event was a joint endeavor between the 69th Signal Battalion, the Wuerzburg U.S. Army Medical Department Activity (MEDDAC) Health Promotion Council, the 67th Combat Support Hospital (CSH), and the 98th Area Support Group (ASG).

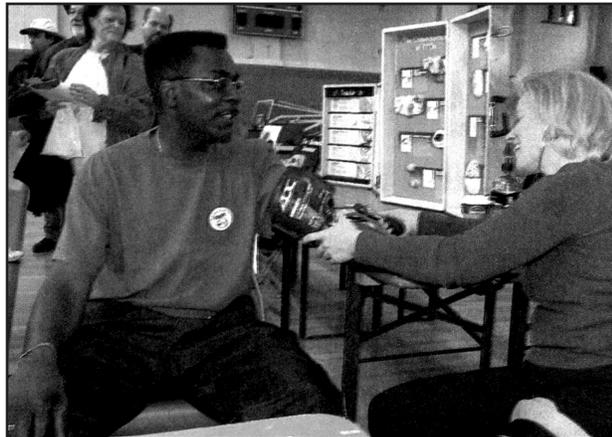
Although Force Protection Charlie limited all activities to Leighton Barracks, the 5-kilometer run/walk kicked off the events of the day in which nearly 100 Soldiers, DA civilians, local national employees, and family members participated.

In the safety briefing all were reminded to take advantage of the training provided and keep in mind their physical limitations.

Command Sgt. Maj. Yolanda Lomax, command sergeant major, 417th Base Support Battalion, gave low-impact aerobics and kickboxing classes. The 67th CSH provided classes on body fat percentages, height and weight, eating habits, heart rate, tobacco cessation, flexibility screening, blood-pressure screening, breast self-examination, and appropriate running shoes.

The American Red Cross and Family Advocacy provided information on emergency notification systems and services. Other classes included massage therapy, yoga, relaxation techniques, conflict management, stress management, spiritual well-being, and nutrition.

The rally addressed the physical, mental, and the spiritual state of 69th Signal Battalion members in



Al Henderson gets his blood pressure checked by community health nurse Kim Clidas.

order to contribute to their preparedness to perform and support the Army's mission. Soldiers and civilians have a responsibility to ensure that personal issues do not impair their ability to deploy and conduct the mission. The Army Well-Being program helps individuals fulfill this responsibility. The well being of our workforce is also covered under the battalion's mission essential tasks list.

The Army Well-Being Strategic Plan identifies five goals associated with the Army Well-Being program. These five goals are Mission, Essential, Defining, Enhancing, and Intangibles. Each goal is supported by several strategies. The Well-being Rally was the conduit to focus and reinforce four of these goals:

MISSION: implementing a strategy that integrates well-being initiatives, programs, and resources to meet the well-being needs of the Army.

DEFINING: providing a sense of community and a record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers, civilians, and their families.

ENHANCING: providing an environment that allows Soldiers, civilians and their families to enrich their personal life by achieving their individual aspirations.

INTANGIBLES: ensuring that a leadership team is in place that maximizes the positive and combined effect of intangibles for the out-

come of Army Well-Being programs, and integrity of the institutional strength of the Army.

Employees from six different communities (Ansbach, Bamberg, Grafenwoehr, Hohenfels, Schweinfurt, and Wuerzburg) had an opportunity to enjoy a breezy, cool day without staring at software application programs.

"Events like this help us get out of our otherwise sedentary lifestyles," said Mike Doherty, network manager, Ansbach.

"We are hoping to make this a semiannual event, but next time we may add some competitive events," said Maj. Valerie Jackson, the executive officer of the battalion, during the closing remarks.

The Well-Being Rally established links between supporting individual aspirations and unit readiness, and between leadership and taking care of people. In addition to creating awareness of the Army Well-Being, the battalion learned about the capabilities and limitations of this holistic program that is integrating all quality-of-life initiatives.

Editor's Note: Fraley is the commander, 69th Signal Battalion.

Winter Safety Kicks Off in Mannheim

Story and photos by William Triplett

MANNHEIM, Germany -- The number one cause of fatalities in the Army continues to be privately owned vehicle (POV) accidents during off-duty hours. They account for approximately 60 percent of all fatalities in the Army.

The Mannheim community kicked off its winter and holiday season with a Jeopardy-style Safety Showdown held in the Schuh Theater at Benjamin Franklin Village on December 11.

According to Joseph Michalkeiwicz, safety manager, 2nd Signal Brigade, the idea of a game show came from a trade show that he once visited.

"I thought this would be the perfect additional medium, along with other things we are doing, to reach more people. We found that it works, and have used it at 2nd Signal Brigade for several years," said Michalkeiwicz.

The event, sponsored by the 5th Signal Command, 2nd Signal

Brigade, and the 293rd BSB safety offices, is held biannually to increase awareness of accidents, fatalities, and injury prevention.

In his opening remarks, Col. Stephen Walker, deputy commander, 5th Signal Command, gave a few statistics as an eye-opener.

"Last year the Army had 259 fatalities, and of those 259, 106 were POV accidents. The number one killer was POV accidents, and the number one killer timeframe was the holidays. The number one environment was winter conditions. The number one reason was human error. "We got lazy and apathetic," said Walker.

"What can we do about it? Seatbelts save lives. Designated drivers save lives. Proper rest saves lives, and first-line leader involvement saves lives. Think about your goals, friends, loved-ones, and think safety," he added.

All work and no fun was not a part of the show. The five teams competing were Headquarters and Headquarters Company (HHC), 5th

Signal Command; HHC, 2nd Signal Brigade; 44th Signal Battalion; 72nd Signal Battalion; and 11th Signal Detachment.

"It was really exciting knowing that we knew the right answers, but couldn't get our buzzer to buzz at first. Of course, we're not able to study everything, but we came to the showdown with an attitude to learn about safety, have some fun, and to win, of course," said Staff Sgt. Debra McCaskey, HHC, 5th Signal Command.

HHC, 2nd Signal Brigade, proved to be the best after battling with the four other teams to collect points on the scoreboard.

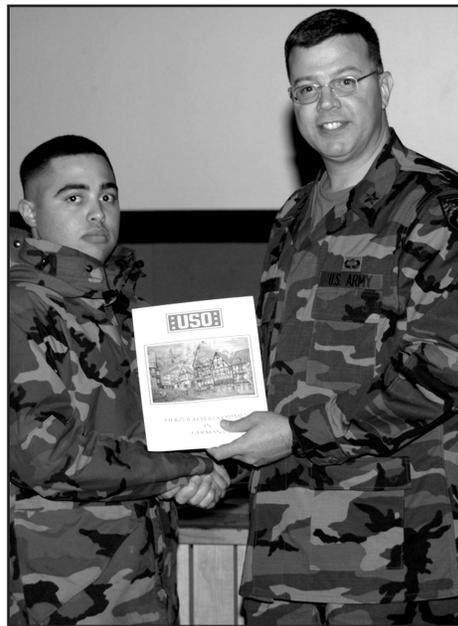
"We feel everyone on the team did their part and studied hard. We can't wait for the next event. The prizes were great," said Fuentes, HHC safety noncommissioned officer in charge.

"The bottom line for events such as the Safety Showdown is to

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Staff Sgt. Antonio Oquendo (second from left), a doorprize winner, joins winning team to collect prizes donated by AAFES. Team members, L-R, are Master Sgt. Roger Stegall, Staff Sgt. James Robinson, Staff Sgt. Rodolfo Fuentes, Christopher Allard, and Spc. Jared Juetten.



Col. Mark A. Steenberg, G1, after drawing first prize winning ticket, presents Paris Trip prize to Spc. Daniel D. Hamburger.

Host Nation Honored

By Danny Johnson

MANNHEIM, Germany -- 5th Signal Command hosted a retreat and awards ceremony at Funari Barracks in Mannheim Oct. 8 to thank German police and military for their assistance in providing security for the U.S. military.

The ceremony was a special show of appreciation for the Police Presidium Mannheim, Police Presidium Rheinpfalz in Ludwigshafen, Police Directorate Worms, and Bundeswehr and Bundesgrenzschutz (border guard) units for what they do to protect U.S. military, civilian employees, and their families from terrorism.

Soldiers from the command and the Bundeswehr stood together on the parade field during the ceremony.

"AS OUR ALLIES IN TIMES OF THE COLD WAR, YOU HAVE BEEN COMMITTED TO FREEDOM IN EUROPE, FURTHERMORE, YOU SUPPORTED GERMANY DURING OUR HISTORICAL CHANCE FOR REUNIFICATION. THIS WILL NOT BE FORGOTTEN."

"Our nations have been building ties for more than 50 years," said Brig. Gen. Carroll F. Pollett.

Besides commanding 5th Signal Command, Pollett is also the senior tactical commander of the Mannheim military community and deputy chief of staff, G6 for USAREUR.

"This commitment and dedication demonstrated each and every

day by the Bundeswehr, Border Guard, Fire Department and American Soldiers to ensure the safety of our families and fellow Soldiers is a testimony to our true partnership," said Pollett.

"The abominable terror attacks on September 11 in New York not only targeted the United States -- although it most directly suffered from them -- but it was also a serious attack on all peace-loving people in the world," said Mannheim Police President Knut Feldmann. He went on to say that "for the Mannheim police and the Federal Border Guard it was not only our lawful duty, but it was just natural to also protect American friends from criminals during the Iraq War."

The commander of National Territorial Command of Defense District VBK 52 Baden, Col. Walter Engelhardt, said, "As our allies in times of the Cold War, you have been committed to freedom in Europe; furthermore, you supported Germany during our historical chance for reunification. This will not be forgotten." Pollett presented awards to German military and police leaders during the ceremony. "Freedoms that we cherish are stronger today because of this," said Pollett. "Our nations are more secure because of you and what you do. Our personnel endure hardships, yet they serve quietly and proudly. They are the best that our nations have to offer and we are proud to serve with them."



Photo by Spc. Anissa Soto-Feliciano

Brig. Gen. Carroll F. Pollett gives awards to the German military and police leaders for their support to U.S. military, families, and civilians.

New Commander of the German 28th Command Support Regiment

By Staff Sgt. Rodolfo Fuentes

RHEINBACH, Germany (Sept. 26, 2003) -- "It has been a privilege and a pleasure to work with such great Soldiers," said Col. Wolfgang Beese as he said goodbye to the German Bundeswehr's 28th Command Support Regiment during a change of command ceremony held at Tomburg Kaserne. "Our great partnership is evident by the guests and Soldiers of the 2nd Signal Brigade and I am happy to see their Soldiers standing next to ours," said Beese.

The 2nd Signal Brigade and the 28th Command Support

Regiment shared a wonderful history of partnership, long before becoming official partners this year.

Maj. Gen. Christian Eduard Otto Millotat, commander, German Armed Forces - National Region Command II, Koblenz, Germany, presided over the change of command from Beese to Col. Michael Konstanty.

Col. Konstanty comes to the 28th Command Support Regiment from the Strategic Operations Command, also in Rheinbach where he served as G3/deputy director of operations.

Beese departs Rheinbach with his wife Renate for the

Command Support Brigade European Corps in Strasbourg, France. During his farewell remarks, he thanked all of his current and past staffs for all their hard work and untiring support to his wife and himself.

Lt. Col. Jeffrey Alexander, deputy brigade commander, and Command Sgt. Maj. Terry Braddock, brigade command sergeant major, presented Beese with a gift from the 2nd Signal Brigade and welcomed Konstanty into the partnership that is held between 2nd Signal Brigade and the 28th Command Support Regiment.



Photo by Spc. Anissa Soto-Feliciano

2nd Signal Brigade Colors seen in the background as Col. Beese and Col. Konstanty troop the line during their change of command ceremony.

43rd Task Force: Nerve Center of Land Combat Expo

Story and Photo by Task Force Staff

HEIDELBERG, Germany -- The Land Combat Expo 2003 showcased military technology and equipment from the past, present, and future for viewers from U.S. Army Europe (USAREUR) and beyond. The event provided visitors and guests a chance to experience the Army transformation firsthand.

While USAREUR Soldiers and civilians viewed the various booths, demonstrations, and presentations during the Expo, members of the 43rd Signal Battalion worked busily behind the scenes to ensure the event's success. By providing and safeguarding network connectivity, the dedicated and professional members of Team 43 allowed vendors and USAREUR representatives to operate and display their products and services to Expo visitors and guests.

Soldiers and civilians from the 43rd Signal Battalion enabled and maintained network access, and safeguarded the network for all participants. The mission required more than 15 kilometers of cable, four network switches, and long hours of dedicated service provided by the battalion's staff of 15 military and civilian personnel.

Simultaneously, the 43rd Signal Battalion ensured that the USAREUR commanding general, deputy commanding general, chief of staff, and their distinguished visitors and guests could access the Secure Internet Protocol Router Network (SIPR), secure e-mail, and sensitive information. The battalion's Deployable Communications



Help Desk personnel assisting Land Combat Expo visitors.

Package-Strategic (DCP-S) provided SIPR connectivity in the three distinguished visitors rooms at the Patrick Henry Village Pavilion. The DCP-S non-commissioned officer in charge and his team ensured flawless SIPR connectivity throughout the event.

The Heidelberg Network Service Center (NSC) extended communications networks to the Expo's vendors and guests. Janice Frutiger, the Heidelberg NSC chief, and her support staff enabled users to access the network from any of the 140 Local Area Network drops installed by the 6981st Civilian Support Group.

By planning their support months in advance, the NSC ensured constant telecommunications throughout the event and demonstrated their capabilities in what has developed into an annual showcase event for the NSC and the battalion.

They provided customer service and maintained reliable, high-speed data access for all Expo vendors

and guests. Throughout the Expo, the NSC Information Assurance and Network Management staff constantly scanned computers on the network to ensure network and data security.

The 43rd Signal Battalion also ran the Expo's information technology Help Desk. Personnel manning the desk assisted customers with a wide range of communications and other support.

Capt. Wallace Smith, the task force commander for Expo support, termed the 43rd Signal Battalion's Help Desk the "nerve center" of the operation, providing every kind of support possible.

"We did everything there, from providing networking and computer security support to power distribution and providing people directions to help them find display booths and presentation halls," said Smith.

In all missions, the Soldiers and civilians of the 43rd exemplified the battalion motto: "Teamwork, Strength, and Speed!"

Urffer: A Pioneer Retires

5th Signal Command's top civilian honored in retreat ceremony

Story and Photos by William Triplett

MANNHEIM, Germany -- Frank Urffer, assistant deputy chief of staff of operations, G3, 5th Signal Command, retired at a retreat ceremony conducted in his honor.

On a snow-covered parade field, in a ceremonial formation, Soldiers paid honors to one of the "Dragon Warriors" command's top civilians, as he retired after 36 years of service to the Army Signal Regiment

"For his dedicated service, he has truly earned a place in the history books here in Europe ..."

Starting his career as a Philco-Ford technical representative on contract to Strategic Command Europe, in 1967, Urffer engineered several technical control facilities and the command and control (C2) communications car on the U.S. European Command's train. He also designed waveguide and equipment layouts for the European Wideband Communications System, which later became the Digital European Backbone.

Later, working for USAREUR and Seventh Army, he developed an automated C2 system, a developmental tactical operations system -- the Army's first interactive C2 system to operate over satellite communications.

Urffer and his wife, Monica (Mickey), returned to Germany and joined the 5th Signal Command's



Brig. Gen. Carroll F. Pollett, commander, 5th Signal Command, presents Franklin (Frank) R. Urffer the Department of the Army Meritorious Civilian Service Award at a Retreat Ceremony held in Urffer's honor as his wife Monica looks on. Urffer was also decorated as a Brevet Colonel by the United States Army Signal Corps in the ceremony.

family in 1980 when they left the U.S. Army Communications Command, Fort Huachuca, Arizona -- now the U.S. Army Network Enterprise Technology/9th Army Signal Command (NETCOM/9th ASC).

For the next 23 years of service with 5th Signal Command, he held some of the top management positions. He was the command's management information system officer; chief of the plans and implementation division, Office of the Deputy Chief of Staff, Operations; project manager for the Information Mission Area Realignment in USAREUR; Deputy Chief of Staff, Plans; and the Assistant Deputy Chief, Operations, G3.

"For his dedicated service, he has truly earned a place in the history books here in Europe," said Brig. Gen. Carroll F. Pollett, commander, 5th Signal Command, in his remarks

at the ceremony. "He has directly influenced and built one of the most powerful command, control, communications, and computers (C4) infrastructure in the world in support of the Warfighters."

Pollett thanked Urffer on behalf of the Army and a grateful nation. He also thanked the Soldiers standing in formation.

"I have seen you rehearsing the past few days in the cold and snow. You have demonstrated professionalism, discipline, and commitment to our Army tradition. Thank you all for a job well done," said Pollett.

5th Signal Command has seen many technical changes since Urffer's arrival. The communications of 1980 would be considered primitive according to today's standards.

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Retirement

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Europe had a telephone system that used mechanical switches and relays and cable structure more than 40 years old. It showed every bit of its age. The only e-mail was 60 words a minute with a Teletype machine. Computers were hooked to data processing centers to do word processing.

"During Frank's tenure we have gone from mechanical switches to digital, multifunctional electronic switches with automated attendance. We have replaced the Teletype with secure and non-secure data networks that can process any type of data throughout the world," said Pollett.

Today, 5th Signal Command and USAREUR have evolved into state-of-the-art organizations, and are part of an Army forward, an Expeditionary Force capable of deploying and doing "Any Mission, Anywhere."

"Because of Frank's direct influence and impact, he has ensured that not just this command, not just the Warfighters, but our Soldiers have been ready for the challenges that their country asked them to achieve," said Pollett.

Urffer said that he was comfortable about what he had achieved in his career.

"I felt very comfortable every morning when I looked in the mirror to shave, saying you're doing an honorable thing.

The phone call I received from Maj. Gen. Charles Sutton, telling me about all the great things that I have done, I didn't do them. I was the guy who had the idea, but it was a great team that got it done."

"They have given our country a great advantage, as far as a war-fighting machine; we are awesome,

and no one has a chance against us," said Urffer.

He said all are big contributors, with the tools we have given the warfighters, which give them that perceived advantage to do their jobs.

"I've worked with Frank since 1991 when I got a call from Zweibruecken, Germany, from this guy in the deputy chief of staff of plans office in Worms who wanted to know what we were doing about e-mail for Desert Storm. Since then, it's been 15 years of fun and excitement

as he led the command from one big project to another. He has gotten us things that we never thought we would get," said Bruce Funk, chief of systems support branch.

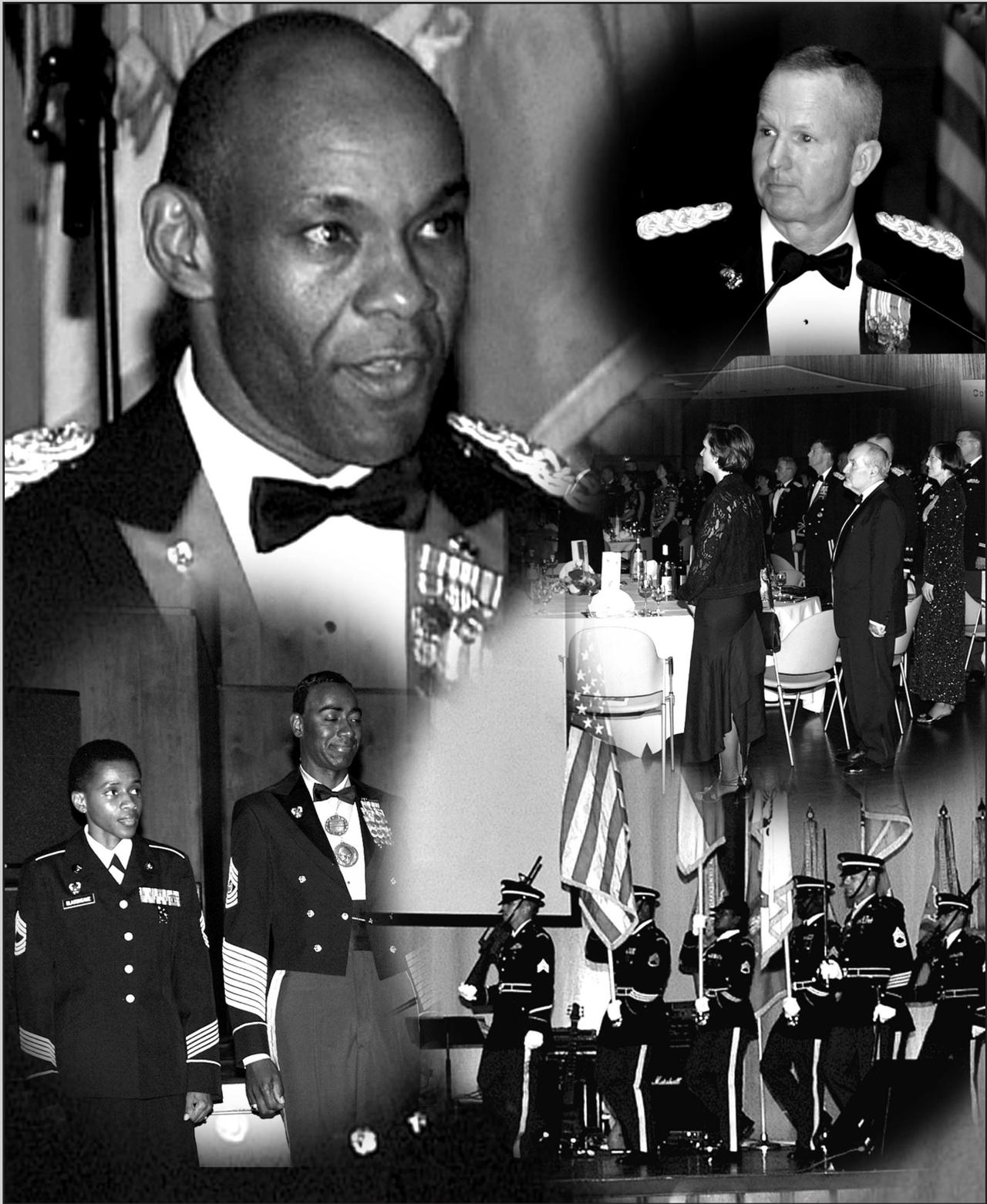
"The one thing that is remarkable is that everyone knew that if they wanted to get anything done here in Europe, they would have to go to Frank. He was the "go to" guy, and this was a European-wide reputation," said Col. Michael Case, deputy chief of staff of operations, G3.



Frank Urffer is presented the U.S. Flag flown during his retirement ceremony by Col. Michael Case.

European Regimental Signal Ball

Rosengarten, Mannheim, Germany



Photos by Spc. Anissa Soto-Feliciano / Photo montage by William Triplett

Clockwise: Col. Hubert Newman, commander, 2nd Signal Brigade (Host); Gen. B. B. Bell, commander, U.S. Army Europe and Seventh Army (Guest Speaker); Mannheim's Lord Mayor Gerhard Widder at head table; 2nd Signal Brigade Color Guard; and 1st Sgt. Cindy Blessingame, first sergeant, 72nd Signal Battalion, and Command Sgt. Maj. Terry Braddock, command sergeant major, 2nd Signal Brigade.



Lt. Col. Naumchik attaches Korean War service streamers to the 181st Signal Company's guidon as Capt. Carla Joyner (center), commander, 181st Signal Company, renders salute.

181st Signal Company Receives Korean War Streamers

Story and Photo by 181st Staff

HEIDELBERG, Germany -- The 181st Signal Company, 43rd Signal Battalion, Heidelberg, Germany, was recognized for its outstanding contribution to the United Nations' efforts during the Korean War.

Once known as the 181st Signal Depot Company, the unit was originally based in Fort Bragg, North Carolina. With the outbreak of war, the unit deployed to the Korean Peninsula where it provided first-rate communications support to U.S. and U.N. forces until its deactivation in 1960. The unit was reactivated in 1974 as part of the 43rd Signal Battalion in Heidelberg, Germany, and took the mission of providing

communications support for the commanding general, U.S. Army Europe, through the Cold War, Desert Storm, and Operations Joint Forge, Joint Guardian, Enduring Freedom, and Iraqi Freedom.

For its accomplishments and service during the Korean War, the unit was awarded two meritorious unit commendation streamers and one presidential unit citation streamer.

Lt. Col. Lewis C. Naumchik, commander, 43rd Signal Battalion, attached the three streamers to the unit's guidon during the ceremony that was held on Campbell Barracks August 28. It was an occasion to celebrate both the accomplishments of the 181st and the commemoration of the 50th anniversary of the conclusion of the Korean Conflict.

Naumchik, in his closing remarks, reminded the Soldiers of the traditions of excellence and selfless service established by their predecessors in the Korean Conflict. "These streamers that were connected to the company's guidon today also connect us historically to our forebearers, and I challenge the Soldiers and civilians of the 181st Signal Company to continue to fulfill the ideals and examples set by our predecessors."

Today, the 181st continues its hallowed tradition of providing superior communications support. The company's accomplishments, sacrifices, and hardships endured are now memorialized on the company guidon, which proudly symbolizes the unit's legacy of excellence.

Next to Perfect, Second to None!

Best of the best - Supply Excellence Award

By 2nd Lt. Frank Hauben

Motivation, teamwork, and discipline -- these are the qualities that the 587th Signal Company Supply Section personnel display on a daily basis. Their pursuit of excellence is an ongoing challenge that demands time, sacrifice, and dedication. The company followed the example of its parent battalion, the 52nd Signal Battalion -- which was awarded the Army Award for Maintenance Excellence two consecutive years -- and won the Army Supply Excellence Award for fiscal year 2003.

Winning a Department of the Army (DA) award is not easy. Staff Sgt. Andrew Myers, supply sergeant, challenged his entire section to be the best. He set the example by spending

countless hours ensuring everyone in the company always had what he or she needed. He also demonstrated his technical expertise and drive to excel with distinguished records and an adherence to regulations. Myers' section followed suit.

Sgt. Aaron Clark, Sgt. Joseph Young, Sgt. Kerry Harmon, and Cpl. Ray Martin attacked every task with a voracity that defied normal operating procedures. They never left a job incomplete or a task unfinished.

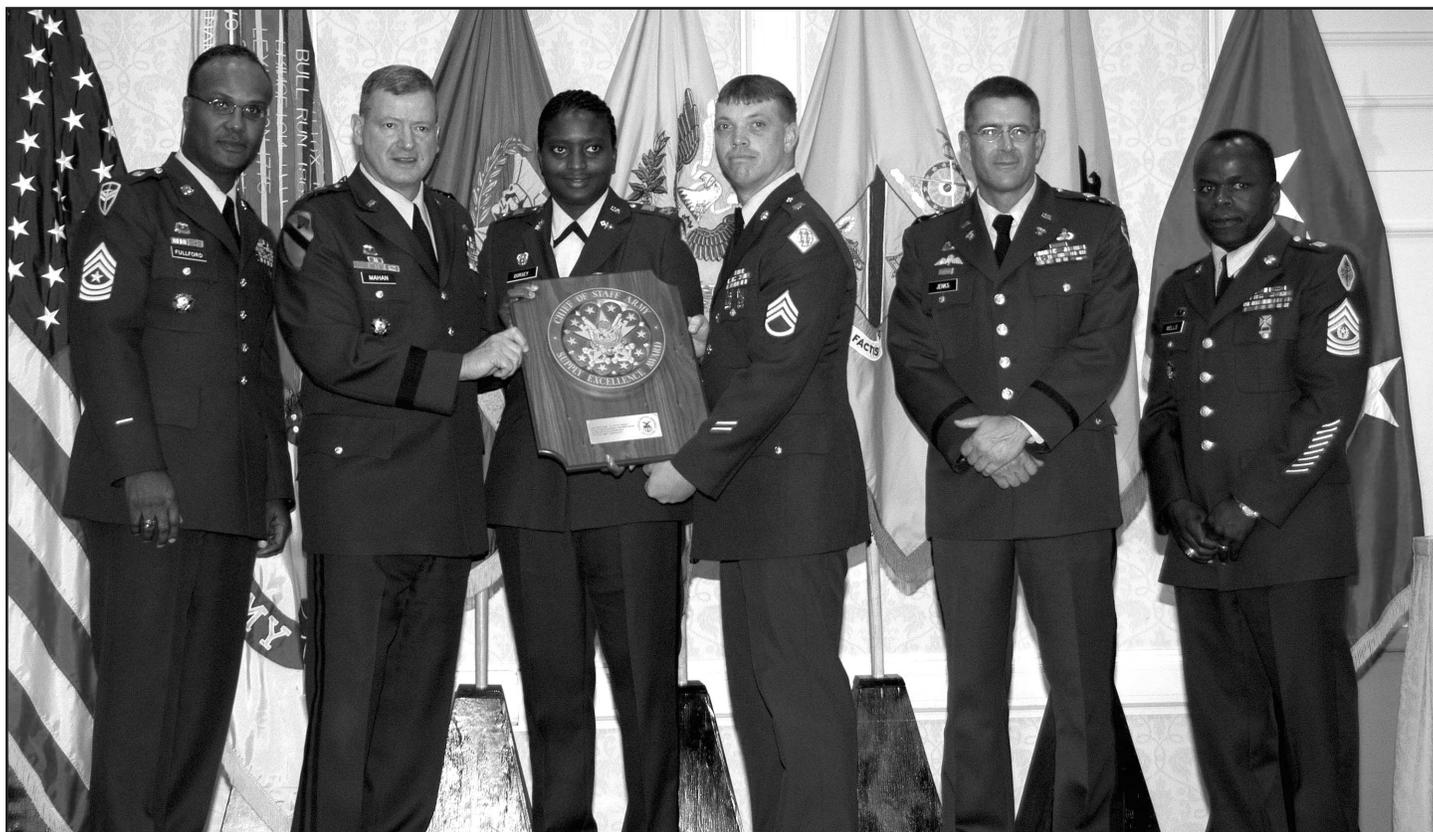
Clark's teaching presence and eminent leadership laid the foundation for the section's success. He and Myers challenged (then Spc.) Young to be the best. Young took the challenge to heart and worked long hours to make his arms room look the best it possibly could. He memorized regula-

tions and spent countless hours cleaning, oiling, and caring for his weapons. He became the best.

Young stunned the DA evaluators with his quick answers and thorough knowledge of the regulations. They rewarded his hard work by awarding him the "Best of the Best" award for best armorer in the active Army.

The 587th Signal Company supply section takes pride in its job, and each member contributes greatly to the company's overall mission. Their hard work and devotion to duty paid off in the end with two DA-level awards.

The 587th Signal Company supply personnel have no regrets. They know they have simply accepted Myers' challenge for them to "be the best."



Capt. Vernetta Dorsey and Staff Sgt. Andrew Myers accepting the award in Washington, D.C., from Lt. Gen. Charles Mahan, Jr., deputy chief of staff, G4. (Photo from DA)

WISE Media Wins Industry Award

By Robert Kramer

KAISERSLAUTERN, Germany -- Visual Information Services Europe (VISE), 2nd Signal Brigade, located on Kleber Kaserne in Kaiserslautern, won The Crystal Award of Excellence Jan. 15 for its production, *The Road to Bosnia*.

The award-winning video was requested by U.S. Army Europe and produced by Gary W. Hall to educate National Guard Soldiers and their family members about deployment to Bosnia.

The 15-minute production depicted the training Soldiers undergo in the United States and Germany before deployment, and the living and working conditions they encounter in

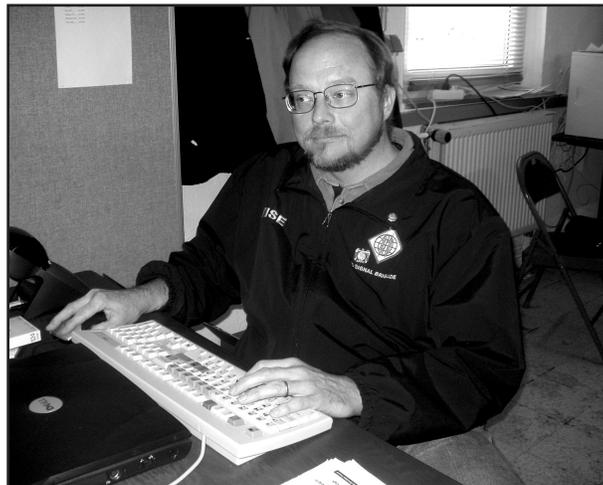
Bosnia. It also described the historical background of the region and why U.S. Soldiers were deployed there.

Communications professionals who founded The Communicator Awards, an annual international program recognizing excellence in the communications field, serve as judges for the Crystal Award of Excellence.

Winning their highest award, VISE competed against commercial TV stations, cable companies, advertising agencies, and other major companies. Past award winners included such giants as CNN, ABC News,

20th Century Fox, Warner Brothers, Bank of America, American Express, Hewlett Packard, March of Dimes, Boeing, Shell Oil, and Kraft Foods.

Editor's Note: Kramer is the director of Visual Information Services Europe.



Hall at digital editing work station. Photo by VISE

New Automated System Makes Morale Calls Easier

By Kevin Coy

MANNHEIM, Germany -- Deployed U.S. Army Europe (USAREUR) Soldiers and civilians no longer have to "hurry up and WAIT"... and WAIT and WAIT to make their morale calls to friends and family back home in the European theater. Just dial DSN 314-370-1880 (Heidelberg) or 314-430-1880 (Vaihingen) and let "Mary Ann," whose voice you will hear, talk you through the procedures.

In support of our Soldiers and civilians in Bosnia, Kosovo, Afghanistan, and Iraq, 5th Signal Command and USAREUR developed new automated processing services. The new services, from Heidelberg and Vaihingen, allow Soldiers and civilians to place authorized morale calls without the

help of Defense Switched Network (DSN) operators.

This improved service results in virtually no waiting time when callers dial a destination number direct from their telephone keypad. Although help from operators will continue as before, deployed Soldiers and civilians are encouraged to use the new automated services.

The new systems will not replace existing operator services; they are instead an improvement and an additional means for those making calls home. Each system can support 240 calls an hour, providing 480 extra calls an hour.

Callers must dial from a touchtone telephone with the ability to call European DSN. Simply dial the Heidelberg or Vaihingen number and follow the voice prompts for either civilian or DSN service.

Callers are allowed to call DSN numbers throughout the European theater as well as civilian numbers in Germany, Italy, the Netherlands, and Belgium, to include cell phones. Prefixes from Germany to the other countries are (0032) for Belgium, (0039) for Italy, and (0031) for the Netherlands.

All calls are limited to 15 minutes starting from the time the destination is connected. At the 13-minute point, the caller will receive an announcement that the call will end in 2 minutes. The caller can then hang up or the system will automatically disconnect the call 2 minutes after voice-prompt warning.

The new services comply with current morale call policy. More guidance can be obtained in AE Circular 25-22.

2nd Signal Brigade Celebrates Dr. King's Life

By Monica Tullos

MANNHEIM, Germany--Martin Luther King, Jr. may not have lived what most would call a long life, but according to the peace activist's own definition, he did live a complete one. "Just imagine what would be available to you in your life if you took on [the principles of his sermon]," said Col. Hubert "Herb" Newman, 2nd Signal Brigade commander. "Be all you can be, care about yourself to the extent that you care about others, and then make a connection with God."

Newman penned the sermon-inspired, similarly titled stage play, "Dimensions of a Complete Life," to help spectators understand King's life as much as contemplate their own. The three-act production was performed at Schuh Theater at Ben Franklin Village as a community tribute celebrating King's birthday, a federal holiday. Soldiers and civilians re-enacted the moments of what composed the length, breadth and height of his life.

The opening scenes presented King's personal accomplishments through the eyes of those who knew him best--his parents, his wife and the

local church. His early personal achievements could have opened countless doors of opportunity in the North, but the pangs of inequality and injustice moved King to expand to the dimension of life, which he called in his sermon the breadth. This is where one expresses an outward concern for others above self.

The scenes of the play progressed to the meeting that called for the famous March on Washington, where King's words rippled around the world like a clarion call.

"He was a man who was able to speak a language to impress people around the world. He used love as a dynamic approach," commented 5th Signal Command chaplain, Col. Jerry Robinson, who played King. "His work was powerful."

The final scenes of the play took audiences to the third dimension of King's life, height, the upward

reach to God. Actors depicted a possible newsroom discussion on the occasion King was to be presented the 1964 Nobel Peace Prize. The characters found a story in the immovable faith King demonstrated while struggling for human justice.

An inspirational music selection topped off the production. As a final tribute to King's complete life, Visual Information Services Europe, 2nd Signal Brigade, broadcasted a classic black and white photograph collection, capturing moments from his childhood through the labors of his life's work.



Photo by VISE Media

A meeting of the minds that shape the March on Washington, D.C., where King delivered his famous "I Have a Dream" speech.



Cast from the play comes out to take their bows.

Photo by William Triplett

7th Signal Brigade Kicks Off Inaugural Race

Seven miles to freedom

Story By Staff Sgt. Peter Fitzgerald

Brilliant late-summer weather greeted runners as they gathered in Mannheim Sept. 5 for the inaugural "Voice of Freedom Seven Miler" hosted by the 7th Signal Brigade.

"What a terrific day to be in the Army and out here running," said Col. Jennifer Napper, brigade commander.

Napper fired the starting gun to kick off the event, which drew more than 800 registrants and raised funds for Army Emergency Relief (AER).

"This is a great event. It really brings everybody together," said Sgt. 1st Class Steven Davis, training non-

commissioned officer in charge, Headquarters and Headquarters Company, 44th Signal Battalion.

Runners faced a challenging seven miles through the woodlands outside of Sullivan Barracks. The race featured military as well as civilian participants, some running competitively and others just for fun. A few even ran with baby strollers or dogs. One military unit, the "Renegades" of 72nd Signal Battalion, ran the entire seven miles in formation.

"The intent was to put on a great race. From the looks on the faces of the people here, it turned out to be just that," said Capt. John Fairchild, event director and commander, HHC, 7th Signal Brigade.

Sgt. Maj. John Cotham, operations sergeant major, 41st Field Artillery Brigade, came from Babenhausen to take part.

"This is a good run," he said. "It's well organized with a lot of participation, a friendly atmosphere, and everyone seemed to have fun."

An awards ceremony followed the race and recognized top finishers for men and women. Capt. Matthew Avery, from U.S. European Command in Stuttgart, was the top men's runner with a time of 41:33. Sara Lopez, a family member from the 68th Transportation Company in Mannheim, came in at 50:52 to lead the women.

"We all win, when we all finish. Because running is not just for the fastest, nor the battle given to the strongest, but to those who endure to the end..."

*Chaplain (Maj.) Pearlean Scott,
7th Signal Brigade Chaplain*



Photo by Staff Sgt. Peter Fitzgerald

Runners make their way through the woodland course outside of Sullivan Barracks in Mannheim.

A check for \$4,000 was also presented to AER during closing ceremonies.

"This is a wonderful thing -- Soldiers helping Soldiers," said Doris Tyler, Mannheim AER officer. "With so many deployments this year, this really helps our campaign."

Also recognized during closing ceremonies were volunteers and event sponsors, including Morale, Welfare, and Recreation; First Command; Signet Screen Printing and Embroidery; Mantech International Corporation; United Services Automobile Association; and the Mannheim chapter of the United Service Organizations.

Continued on page 51

USAREUR's Women Win Army Ten-Miler

WASHINGTON (Army News Service, Oct. 6, 2003) -- The Army Ten-Miler ran through the heart of the nation's capital Sunday as a record 13,197 runners participated in the 19th edition of America's largest 10-mile race with teams from U.S. Army Europe and Fort Lewis, Wash., gaining Army bragging honors.

Many ran with thoughts of the troops who have sacrificed, some with life and limb, in Iraq and Afghanistan, after being reminded by Sgt. Maj. of the Army Jack Tilley the night before at the pre-race pasta dinner. He asked that the race be dedicated to them.

From its beginning on the west side of the Pentagon to the finish on the east side, the competition at the

front of the race was fierce as runners competed for team and individual honors under beautiful, clear skies. The temperature during the race ranged in the mid to upper 50s, warming from a pre-race 48-degree low, drawing out most of the 15,000 or so who had picked up race packets on Friday and Saturday.



Left to Right: Maj. Joanne Nowak, Capt. Jessica Jacobs, Sgt. Maj. of the Army Jack Tilley, Maj. Janice L. Sharkey (5th Signal Command), Chief of Staff of the Army Gen. Peter Schoomaker, Capt. Elsa Bullard, Staff Sgt. Wendy Cooper, Sgt. Lourdes Asitimbay, and Sgt. Maj. Greer.

Sharkey accepted the Commander's Trophy from Schoomaker on behalf of the USAREUR Women's Team at the AUSA Convention's Opening Ceremony on October 6, 2003. The team defended their 2002 title as best Military Women's Team. Any Mission, Anywhere!

Inaugural Race

continued from page 50

"This was a great idea and we are happy to participate," said John Sciancalepore, district manager, First Command. "From the turnout, you'd never know it was a first-time event."

Fairchild attributed the success of the event to community participation and the hard work of volunteers.

"People really came together," he said. "I think we convinced people this should be a yearly event. This will be the first of many to come."



Photo by Spc. Anissa Soto-Feliciano

Capt. Matthew Avery looks at his time as he crosses the finish line.

27th Annual Koenigstuhl Run

By Maj. Stephen B. Molseed

On a clear, but crisp mid-September morning, the 43rd Signal Battalion and the Rhine Neckar chapter of the Signal Corps Regimental Association hosted the 27th Annual Koenigstuhl Run.

The race is not for the faint of heart. An 8.8 kilometer course ascending 570 meters to the hill's peak, with a six degree average grade, it challenges even the strongest runners. Despite the fearsome reputation it holds, runners have been coming to Koenigstuhl, the seat of the King, since 1976 to compete for bragging rights.

Originally a race for 43rd Signal Battalion soldiers, the competition is now open to the community and signaleers across Europe. Last fall's participation level was one of the highest recorded with 320 individuals and 21 teams registered. Entrants came from all over Germany and throughout the 5th Signal Command.

Brig. Gen. Carroll F. Pollett, 5th Signal Command commander, served both as the starter for the race and the presenter of awards. He was the first commanding general of 5th Signal Command to start and compete in the race.

Winners earned trophies and medals for their accomplishments. The fastest team, U.S. Army Europe (USAREUR), G6, took home to Campbell Barracks the coveted Signal Cup for the second consecutive year. Specialist Benjamin Martinelli, USAREUR band, was the overall event winner.

Lt. Col. Lewis Naumchik, commander, 43rd Signal Battalion,

also offered Spc. Martinelli a free steak dinner, the prize originally awarded to event winners when the competition was restricted to battalion soldiers.

After giving a brief history of the race and talking about the promise in its future, Naumchik said, "The Koenigstuhl run is a [signal regiment tradition] that Team 43 is proud to host and [continue]."

Koenigstuhl is the site for one of 5th Signal Command's global information grid sites, connecting Headquarters, USAREUR and Headquarters, V Corps to the high-speed digital communications backbone supporting U.S. forces in Europe. Team 43 has operated this communications station for a number of years.

27th Annual Koenigstuhl Race Award Highlights

Category	Winner
Overall Winner	Spc. Benjamin Martinelli
Overall Fastest Team	USAREUR, G6
Fastest Male	Spc. Benjamin Martinelli
Fastest Female	Margit Reich, Heidelberg
Youngest Participant	Sophie Baehr, 11



Above: Brig. Gen. Carroll F. Pollett recognizing the youngest runner, Sophie Baehr, age 11.

Right: USAREUR G6 celebrating their win of the Signal Cup.



Photos provided by 43rd Signal Battalion

It Won't Be Long Now

Walking the Nijmegen 100-mile march

By Capt. Daniel Caunt

"Okay, stop me if you've heard this one. What did the dog say when he got his tail chopped off?"

"It won't be long now."

I admit it -- I didn't find the joke very funny the first time 1st Lt. Martin told it. But, 99 miles later, on the fourth day of the Nijmegen March, that joke had everybody on the team laughing -- it just seemed to get funnier every time we heard it, and we heard it a lot.

The Nijmegen March, held in the Netherlands, is the single largest walking event in the world, drawing close to 40 thousand participants each year. Held over four days in July, this year's event was the 87th iteration of the 100-mile march.

This year, 7th Signal Brigade fielded a team of 14 members comprised of Soldiers of all ranks from 7th Signal Brigade Headquarters, 72nd Signal Battalion, and 44th Signal Battalion. Thirteen of the 14 team mem-

bers completed the grueling trek; intense blisters and swollen feet forced one team member out of the march after two days.

For anybody thinking about marching 100 miles in four days, the advice is simple: know your feet. That's the recommendation of Sgt. Matthew Okerson, who completed his fourth Nijmegen March this year.

Military teams are required to march in uniform and carry 22-pound rucksacks. They must also finish with less than a 10-percent dropout rate to qualify for the group medal, which 7th Signal Brigade received this year.



7th Signal Brigade's Nijmegen team.

The Nijmegen March began many years ago as a military event to prove the marching ability of the Dutch Army. It soon grew as civilians were allowed to participate. Today, the event still draws some six to seven thousand military marchers from all over the world.

While there may be 40 thousand participants in the event, millions more are there to cheer the marchers on. Marchers cover about 25 miles per day, with throngs of people shouting support along the route. The event culminates with a celebration in the town of Nijmegen as the marchers finish their last day of walking.

While some said they're anxious to march again next year, others were happy to have just done it once. But, all agreed that it was a memorable experience, giving all a great chance to learn a lot about their fellow team members as well as themselves.

So, to those who'll be marching next year, no matter how much it hurts and how much you want to stop, just keep one thing in mind: it won't be long now.

Winter Safety

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trigger our Soldiers and civilians to think about safety. This event definitely did this and that in itself made it a great success," added Stegall.

Door prizes were also a big event with the first prize, a paid trip to Paris for one, won by Spc. Daniel D. Hamburger, Alpha Company, 44th Signal Battalion.

"I had no idea it was going to be like this. I thought that it was just going to be another lecture, and then go back to the company. I plan on using the ticket for Christmas or New Year to make the trip to Paris with my wife. Even though the ticket is for one, it will be like getting a trip like this for half price," said Hamburger.

The show was open to the entire Mannheim military communi-

ty to allow maximum participation before the winter and holiday season started.

"Although we have done this at some of USAREUR's safety conferences as a demonstration for Area Support Group and Base Support Battalion safety managers, it is in no way a push to market the show," said Michalkeiwicz.

5th Wins Silver at USAREUR Softball Tourney

By Maj. Phil Ayer and William Triplett

GRAFENWOEHR, Germany (August 8, 2003) -- The 5th Signal Command's Dragon Warriors descended on Grafenwoehr to lay claim to the U.S. Army Europe (USAREUR) European Softball championship. The championship, a 14-team double-elimination tournament, takes the top two teams from each Area Support Group (ASG) and pits them against each other for the rights to call themselves the best.

In nearly 100-degree heat, the Dragon Warriors lost their first game 9-3 to the 1st Battalion, 1st Aviation Regiment (1-1 AVN), relegating them to the loser's bracket and proving a tough road ahead.

After having 24 hours to rethink their game plan, they came back strong the next day and scored 14 runs in the first inning and went on to crush Charlie Battery, 5th Battalion, 7th Air Defense Artillery, 24-5.

Staff Sgt. Troy T. Brown from the office of the G4 said, "We wanted to win more than any other

team. And, having come so close, so many times, we knew it was either now or never."

Following the next two victories to include HQ, U.S. European Command, their next opponent was the team that previously outplayed them, 1-1 AVN. However, there would be no repeat of that loss as the Dragon Warriors scored a 10-2 victory and advanced to the "Final Four."

"I think it was one of my most memorable moments to beat the Aviation team that put us in the loser's bracket," said Brown.

After another night to rest, the Dragon Warriors came back fresh the next morning. Trailing late in a great defensive game, the Dragon Warriors rallied to tie the score at 3-3 and force the game into extra innings. A home run in the bottom of the ninth inning by Maj. Phil Ayer, guaranteed them at least third place.

"It was a great feeling beating Landstuhl Regional Medical Center 4-3 to advance to the USAREUR finals. They had beaten us twice in the 26th ASG championships, and undefeated going into

USAREUR championships," said Sgt. 1st Class Steve M. Kramer.

A relatively easy 14-5 win against 1st Squadron, 4th United States Cavalry, put the Dragon Warriors in the championship game. However, they would have to defeat the Marine Forces, Europe twice to bring home the gold. They quickly jumped out to a 3-0 lead, but time and the heat took its toll. A furious rally by the Dragon Warriors in the 6th and 7th innings fell just short, losing 9-8.

"I think we finished strong because of the pure talent of the team. Everyone knew their role and contributed 110 percent," said coach Chris Allard, 2nd Signal Brigade.

Coach Richard Outenreath said 5th Signal Command has the bragging rights of having the best Army softball team in Europe.

"Although we finished second, the only team to beat us was the Marines," said Outenreath.

The Dragon Warriors played seven games in a 30-hour span in 100-degree temperatures, outscoring their opponents 92-42.

Coached by Mr. Richard Outenreath, Chris Allard and Jason Gaudin, team members were Staff Sgt. Troy Brown, Sgt. 1st Class Steve Kramer, Sgt. 1st Class Chris Powers, Sgt. 1st Class John Johnson, Maj. Phil Ayer, Sgt. 1st Class Mark McKaig, Sgt. Eli Mireles, Sgt. 1st Class William Gardner, Staff Sgt. Tracy Junker, Sgt. Janet Wilson, Sgt. 1st Class Wallace Yellock, Sgt. Kevin Poe, Sgt. 1st Class Kelly Stitzel, Staff Sgt. Anthony Norton, and Master Sgt. Troy Vinson.



5th Signal Command's "Dragon Warriors" Softball Team 2003.

Family Readiness Groups for Everyone, Not Just Families

“U.S. Army, Europe invites anyone concerned about a deployed Soldier or civilian to get involved in a Family Readiness Group.”

A Family Readiness Group (FRG), by its very name, prepares families for the stresses related to a loved one's deployment. However, FRGs also serve extended family members, including: fiancées, boy/girlfriends, retirees, DA civil-

ians, and interested community members.

"FRGs provide information, assistance, and communication regarding deployments. They also offer a supportive environment where individuals in similar circumstances

can get together," said Brig. Gen. Russell L. Frutiger, deputy chief of staff, G1. "We invite anyone who is concerned with a deployed Soldier or civilian to get involved in their local FRG."

Individuals interested in becoming involved in an FRG should contact their local Army Community Service Center. Contact numbers are listed below.

Army Community Service Centers

ASG/BSB/AST	Location	DSN
<u>6th ASG</u>	<u>Stuttgart</u>	<u>430-7176</u>
Garmisch	Garmisch	442-2777
Bad Aibling	Bad Aibling	441-3701
<u>22nd ASG</u>	<u>Vicenza</u>	<u>634-7076/7500</u>
Livorno	Livorno	633-7084
<u>26th ASG</u>		
233rd BSB	Darmstadt/Babenhausen	348-6440/3647
293rd BSB	Mannheim	385-2245
411th BSB	Heidelberg	370-8010
415th BSB	Kaiserslautern	489-6476
<u>80th ASG</u>	<u>SHAPE Mons, Belgium</u>	<u>423-5777</u>
NATO	Brussels, Belgium	368-9721
254th BSB	Schinnen, the Netherlands	360-7452
<u>98th ASG</u>	<u>Wuerzburg</u>	<u>351-4283</u>
235th BSB	Ansbach/Illesheim	467-2915
279th BSB	Bamberg	469-7777
280th BSB	Schweinfurt	354-6486
417th BSB	Wuerzburg/Kitzingen	350-7103/6231
<u>100th ASG</u>	<u>Grafenwoehr</u>	<u>475-6655/7451</u>
282nd BSB	Hohenfels	466-4325
409th BSB	Grafenwoehr/Vilseck	476-2650/475-8371
<u>104th ASG</u>	<u>Hanau</u>	<u>323-3451</u>
221st BSB	Wiesbaden	337-5754/5034
284th BSB	Giessen/Friedberg	343-7618/324-3465
222nd BSB	Baumholder	485-7196/8188
414th BSB	Hanau	322-8828
Dexheim	Dexheim	334-5622

Awards and Promotions

Certificate of Achievement

Scott, William D. 52nd Sig. Bn

Achievement Medal for Civilian Service

Mitchell, Patricia 5th Sig. Cmd.
 McCourt, Gary 5th Sig. Cmd.
 Tilley, Charles E. 5th Sig. Cmd.
 Jones, Stevie 5th Sig. Cmd.
 Sheridan, Robert M. 5th Sig. Cmd.
 Klukas, Peggy 5th Sig. Cmd.
 Kantner, Nereida 5th Sig. Cmd.
 Andrus, Kenneth 5th Sig. Cmd.
 Morales, Alexander 5th Sig. Cmd.
 Brewer, Robert L. 5th Sig. Cmd.
 Fauth, Joel 5th Sig. Cmd.
 Giese, Tommy G. 5th Sig. Cmd.
 Sperotto, Marta 509th Sig. Bn.
 Allard, Christopher P. 2nd Sig. Bde.
 Braun, Hans-Georg 2nd Sig. Bde.
 Hall, Gary W. 2nd Sig. Bde.
 Hunter, Peter 2nd Sig. Bde.
 Jung, Norbert 2nd Sig. Bde.
 Paul, Gerta 2nd Sig. Bde.
 Risch, Harald 2nd Sig. Bde.
 Schaudolf, Uwe 2nd Sig. Bde.
 Sears, Valerie 2nd Sig. Bde.
 Simons, Cy C. 2nd Sig. Bde.
 Spies, Hannelore 2nd Sig. Bde.
 Watkins, Benjamin 2nd Sig. Bde.
 Zagorski, Juergen 2nd Sig. Bde.
 Woodard, Ronette 39th Sig. Bn.
 Freeman, Robbins 43rd Sig. Bn.
 Music, Betsy 43rd Sig. Bn.
 Atkinson, Darian 52nd Sig. Bn.
 Bussolini, Marilyn 52nd Sig. Bn.
 Faltynski, James P. 52nd Sig. Bn.
 McCommons, Robert G. 52nd Sig. Bn.
 Bauer, Anita 69th Sig. Bn.
 Bouzon, Francis 69th Sig. Bn.
 Brown, Teresa 69th Sig. Bn.
 Robertson, Barbara 69th Sig. Bn.
 Geddis, Herbert 69th Sig. Bn.
 Janowicz, Michael 69th Sig. Bn.

Commander's Award for Civilian Service

Honeycutt, William 5th Sig. Cmd.
 Mullen, Leroy 5th Sig. Cmd.

Twomey, John 5th Sig. Cmd.
 Preston, Pearl 5th Sig. Cmd.
 Patton, Barry 5th Sig. Cmd.
 Nance, Gaston 5th Sig. Cmd.
 Parent, Jose 5th Sig. Cmd.
 Fouke, Granada S. 5th Sig. Cmd.
 Kinsey, Aubrey 509th Sig. Bn.
 Bonelli, Mila 509th Sig. Bn.
 Rosas, Florence 509th Sig. Bn.
 Tripp, Alan 509th Sig. Bn.
 Bogusat, Hartmut-Lothar 2nd Sig. Bde.
 Bollen, Rainer 2nd Sig. Bde.
 Crossgrove, Paul D. 2nd Sig. Bde.
 Dyster, Robert H. 2nd Sig. Bde.
 Halsted, Richard M. 2nd Sig. Bde.
 Kramer, Robert A. 2nd Sig. Bde.
 McKell, Dennis P. 2nd Sig. Bde.
 Overton, Tanya R. 2nd Sig. Bde.
 Simmons, Daniel 2nd Sig. Bde.
 Stamper, Paul III 2nd Sig. Bde.
 Tarpley, Melvin G. 2nd Sig. Bde.
 Neilson, John C. 102nd Sig. Bn.
 Nonnenmacher, Heinrich 6981st CSG

Thompson, Patricia S. 5th 30
 Ardjan, Meier Kasnoen 5th 30
 Moore, Margaret M. 102nd 30
 Decot, Christian 39th 30
 Marx, Günter 43rd 30
 Trentin, Natal-Giuseppe 43rd 30
 Price, Monika M. 6981st 30
 Ekman, Leon 6981st 30
 Cheney, Beverly G. 5th 25
 Best, Sieglinde 5th 25
 Oldfield, Richard A. 5th 25
 O'Brien, Margaret T. 5th 25
 McKell, Dennis P. 2nd 25
 Delcroix, Chantal 39th 25
 Oliveras, Edgar 39th 25
 Ahlbrecht, Siegfried 102nd 25
 Claxton, Paul 102nd 25
 Cestone, Thomas 43rd 25
 Gonzalez, Luis F. 43rd 25
 Morman, Kenneth 43rd 25
 Neubauer, John G. 43rd 25
 Schulz, Karl-Heinz 43rd 25
 Somerville, Robert 43rd 25
 Weber, Charles 43rd 25
 Chew, Langford 52nd 25
 Liebl, Karl 69th 25
 Hassfurth, Waldemar 6981st 25
 Willis, Barry F. 5th 20
 Tarkington, Donald M. 5th 20
 Schork, Brigitte 5th 20
 Zettle, Elfriede 5th 20
 Landi, Marco 509th 20
 O'Brien, Linda 7th 20
 Shacklee, Tomas L. 2nd 20
 Hash, Marla 39th 20
 Civric, Dragan 102nd 20
 Dippelhofer, Andreas 102nd 20
 Eichhammer, Frank 43rd 20
 Sossamon, Richard 43rd 20
 Wilkins, Raimund 43rd 20
 Williams, Andrea 43rd 20
 Gomez, Constance D. 52nd 20
 Jasper, Reginald 52nd 20
 Turner, Mitchell L. 52nd 20
 Riedl, Robert 69th 20
 Richter, Bodo 6981st 20
 Goss, Siegbert 6981st 20
 Preuss, Manfred 6981st 20
 Butzer, Siegfried 6981st 20

Superior Civilian Service Award

Ochs, Jr., Paul W. 5th Sig. Cmd.

Meritorious Civilian Service Award

Norton, Jr., Barrie M. 5th Sig. Cmd.
 Kuziak, Michael T. 5th Sig. Cmd.
 Miller, Gary C. 5th Sig. Cmd.

Certificate of Appreciation for Patriotic Civilian Service

Curtis, Michelle 5th Sig. Cmd.

Length of Service Award (Years)

May, William D. 5th 45
 Carpenter, Malcom O. 5th 40
 Figueroa, Gloria H. 102nd 40
 Yelverton, Gerald K. 52nd 40
 Gross, Dieter 5th 35
 Baehr, Friedrich 5th 35
 Minacapelli, Brigitte 39th 35
 Drath, Marion 102nd 35
 Jan, Michel 43rd 35
 Werling, Alwin 43rd 35
 Bell, Eddie L. 52nd 35
 Lindberg, Jacqueline H. 52nd 35
 Williams, James E. 52nd 35
 Kimack, Debra A. 5th 30

HHC, 5th Signal Command

Sgt. 1st Class Hunter - MSM
 Chief Warrant Officer Gartman - MSM
 Sgt. 1st Class Hernick - MSM

Master Sgt. Nelson - MSM
 Master Sgt. Bennett - MSM
 Master Sgt. Baker - MSM
 Spc. Clark - ARCOM
 Staff Sgt. Kegler - ARCOM
 Staff Sgt. Robinson - ARCOM
 Staff Sgt. Zambrano - ARCOM
 Sgt. Allende - ARCOM
 Spc. Bennett - AAM
 Sgt. Charles - AAM
 Sgt. Redner - AAM
 Sgt. Kohlmann - AAM

Promotions To:

Sgt. McClendon
 Spc. Quick
 Chief Warrant Officer Westfield
 Sgt. Maj. Bennett
 Capt. Boston

2nd Signal Brigade

Maj. Doenges - MSM
 Maj. Beck - MSM
 Command Sgt. Maj. Curry - MSM
 1st Sgt. Williams - MSM
 Master Sgt. Smalls - MSM
 Sgt. 1st Class Milhauser - MSM
 Sgt. 1st Class Koch - MSM
 Sgt. 1st Class Arceneaux - MSM
 Staff Sgt. Donlow - MSM
 Capt. Aquino - ARCOM
 1st Lt. Dickerman - ARCOM
 Sgt. 1st Class Gongaware - ARCOM
 Sgt. 1st Class Lemon - ARCOM
 Sgt. 1st Class Reynolds - ARCOM
 Staff Sgt. Smoke - ARCOM
 Staff Sgt. Willis - ARCOM
 Staff Sgt. Myers - ARCOM
 Staff Sgt. Wright - ARCOM
 Sgt. Clark - ARCOM
 Sgt. Davis - ARCOM
 Sgt. Hagan - ARCOM
 Sgt. Harmon - ARCOM
 Sgt. Young - ARCOM
 Sgt. Cardona - ARCOM
 Sgt. Ellis - ARCOM
 Sgt. Torres - ARCOM
 Sgt. Blanton - ARCOM
 Sgt. Henry - ARCOM
 Sgt. Merhoff - ARCOM
 Sgt. Foltz - ARCOM
 Sgt. Watkins - ARCOM
 Spc. Appleton - ARCOM
 Spc. Rose - ARCOM

2nd Lt. Wallace - AAM
 Sgt. 1st Class Vela - AAM
 Sgt. 1st Class Bell - AAM
 Sgt. 1st Class Miller - AAM
 Sgt. 1st Class Ruvalcaba - AAM
 Staff Sgt. Maynard - AAM
 Staff Sgt. Smoke - AAM
 Staff Sgt. Kidd - AAM
 Staff Sgt. Rivera - AAM
 Staff Sgt. Magistrado - AAM
 Staff Sgt. Frasco - AAM
 Sgt. Busko - AAM
 Sgt. Ross - AAM
 Sgt. Madgic - AAM
 Sgt. Guerra - AAM
 Sgt. Heiserman - AAM
 Sgt. Rivera - AAM
 Sgt. Davis - AAM
 Sgt. Ayers - AAM
 Sgt. Meland - AAM
 Sgt. Carter - AAM
 Sgt. Barse - AAM
 Sgt. Ambe - AAM
 Sgt. Bonaudi - AAM
 Sgt. White - AAM
 Sgt. Mckeever - AAM
 Spc. Combs - AAM
 Spc. Kvachuk - AAM
 Spc. Fink - AAM
 Spc. Haager - AAM
 Spc. Murphy - AAM
 Spc. Schlee - AAM
 Spc. Settle - AAM
 Spc. Tierney - AAM
 Spc. Thomas - AAM
 Spc. Ziegler - AAM
 Spc. Tempke - AAM
 Spc. Johnson - AAM
 Spc. Weiffenbach - AAM
 Spc. Brown - AAM
 Spc. Graham - AAM
 Spc. Thomas - AAM
 Spc. Anderson - AAM
 Spc. Adams - AAM
 Spc. Pina - AAM
 Spc. Perez - AAM
 Spc. Heller - AAM
 Spc. Messersmith - AAM

Promotions To:

Master Sgt. Amado
 Master Sgt. Parnell
 Master Sgt. Stegall
 Sgt. 1st Class Alexander
 Staff Sgt. Daum

Staff Sgt. Pena
 Staff Sgt. Campbell
 Staff Sgt. Osti
 Staff Sgt. Ellis
 Staff Sgt. Owens
 Sgt. Drinks
 Sgt. Mejia
 Sgt. Riser
 Sgt. Guerra
 Sgt. Emizet
 Sgt. Young
 Sgt. Davis
 Sgt. Harmon
 Sgt. Humphries
 Sgt. Mathews
 Spc. Rhodes
 Spc. Graham
 Spc. Bailey
 Spc. Reeves
 Pfc. Gennings
 Pfc. Colucci
 Pfc. Cassada
 Pfc. Mackin
 Pfc. McCormack
 Pfc. Kennedy
 Pfc. McCarley
 Pfc. Goodman
 Pfc. Stockley
 Pfc. Steele
 Pfc. Dobbs
 Pfc. Cardelli
 Pfc. Ramsey
 Pfc. Miller
 Pvt. Clash
 Pvt. Royster
 Pvt. Dunson
 Pvt. Mattero

HHC, 7th Signal Brigade

Chief Warrant Officer Furlong - MSM
 Maj. Sandback - MSM
 Sgt. Maj. Howard - MSM
 Sgt. Maj. Collazo - MSM
 Sgt. 1st Class Baker - ARCOM
 Sgt. Foster - ARCOM
 Capt. Hanson - ARCOM
 1st Lt. (P) King - ARCOM
 Sgt. 1st Class Lee - ARCOM
 Sgt. Scott - ARCOM
 Master Sgt. Gaskin - ARCOM
 1st Lt. (P) Martin - AAM

72nd Signal Battalion

2nd Lt. Goldwire - AAM
 Pfc. Ruscinski - AAM

Sgt. 1st Class Cliett - AAM
 Spc. Brown - AAM
 Spc. Bumpers - AAM
 Spc. Cruz - AAM
 Spc. Williams - AAM
 Staff Sgt. Bramlett - AAM
 Staff Sgt. Brust - AAM
 Maj. Sharkey - AAM
 Master Sgt. Taylor - AAM
 Pfc. Comeaux - AAM
 Spc. Hadley - AAM
 Spc. Simms - AAM
 Sgt. Smith - ARCOM
 Spc. Martin - ARCOM
 Spc. Casper - ARCOM
 Spc. Eckenrod - ARCOM
 Staff Sgt. Brust - ARCOM
 Spc. Casper - ARCOM
 Spc. Eckenrod - ARCOM
 Staff Sgt. Brust - ARCOM
 Capt. Haynes - MSM
 Capt. Osburn - MSM
 Maj. Angyal - MSM
 Sgt. 1st Class Woodrum - MSM
 1st Sgt. Dukes - MSM
 Sgt. 1st Class Harris - MSM
 Sgt. 1st Class Hickman - MSM

44th Signal Battalion

Pfc. Albrecht - AAM
 Pfc. Brown - AAM
 Sgt. Copas - AAM
 Spc. Dioniscio - AAM
 Spc. Fogelsonger - AAM
 Sgt. Guadarama - AAM
 Pvt. Hardnett - AAM
 Staff Sgt. Jacobs - AAM
 Spc. Jarvis - AAM
 Spc. Johnson - AAM
 Staff Sgt. King - AAM
 Pvt. Kirkpatrick - AAM
 Sgt. Lopez - AAM
 Spc. Manwell - AAM
 Sgt. Martinez - AAM
 Spc. Martinez - AAM
 Sgt. McKinney - AAM
 Pvt. Millard - AAM
 1LT Murray - AAM
 Sgt. Perez - AAM
 Pfc. Pollock - AAM
 Staff Sgt. Roeder - AAM
 Chief Warrant Officer Rounds - AAM
 Sgt. 1st Class Solomon - AAM
 Spc. Stever - AAM
 Staff Sgt. Trahan - AAM

Spc. Wilson - AAM
 Sgt. 1st Class Woodburn - AAM
 Sgt. 1st Class Chillers - ARCOM
 Sgt. Engels - ARCOM
 Sgt. Foster - ARCOM
 Spc. Gibson - ARCOM
 Spc. Jean - ARCOM
 Spc. McLyn - ARCOM
 Cpl. Moore - ARCOM
 Sgt. Oakley - ARCOM
 Sgt. Pintner - ARCOM
 Spc. Rodriquez - ARCOM
 Sgt. Smith - ARCOM
 Sgt. 1st Class Thompson - MSM

509th Signal Battalion

Spc. Frago - AAM
 Sgt. 1st Class Sullivan - ARCOM
 Staff Sgt. Abeyta - ARCOM
 Command Sgt. Maj. Newsome - MSM

Promotions To:

HHC

Master Sgt. Crandall
 Master Sgt. James
 Pfc. Green
 Pfc. Lemon
 Sgt. Stanley
 Sgt. Thompson
 Spc. Sword
 Sgt. 1st Class Abbey
 Capt. Bettac
 Capt. Fish
 Capt. Martin
 Capt. Nagel
 Capt. Petrowski
 Capt. Williams

72nd Signal Battalion:

Sgt. Buenavente
 Sgt. Craig
 Sgt. Cox
 Staff Sgt. Arriola
 Sgt. House
 Sgt. Wiesemann
 Sgt. Prestridge
 Staff Sgt. Wray
 Sgt. Douglass
 Sgt. Padilla
 Sgt. 1st Class Lopez
 Sgt. Nichols
 Sgt. Goodrich

Sgt. Contreras
 Staff Sgt. Graham
 Staff Sgt. Davis
 Staff Sgt. Maldonado
 Sgt. Lee
 Sgt. Cochran
 Staff Sgt. Jorgensen
 Capt. Longley
 Capt. McClure

44th Signal Battalion

Capt. Melary
 1st Lt. Hair
 Sgt. 1st Class DaCosta
 Spc. Romero
 Spc. Harris
 Pfc. Burgos-Gonzales
 Pfc. Carkum
 Pfc. Ramirez
 Pfc. Ambrosio
 Pfc. Jones
 Pfc. Daniel
 Pfc. Gilley
 Pfc. Kraner
 Spc. Dominguez
 Spc. Boehme
 Pfc. Nefzger
 Pfc. Jones
 Pfc. Collins
 Spc. Brown
 Spc. Cardoza
 Spc. Cefaratti
 Spc. Schmidt
 Spc. Wallace
 Spc. Rivera
 Spc. Ross
 Spc. Muhr
 Spc. Burden
 Pfc. Czachor
 Pfc. Finley
 Pfc. Young
 Pfc. Dearing
 Pfc. Smith
 Pfc. Vineyard
 Spc. O'Toole

509th Signal Battalion

Pfc. High
 Pfc. Rudd
 Spc. Taylor
 Staff Sgt. Hart

A Look Back at Community Events



Veteran's Day.

Photo by Spc. Anissa Soto-Feliciano



Photo by Spc. Anissa Soto-Feliciano

Community Run.



Photo by Spc. Anissa Soto-Feliciano
Christmas Tree Lighting.



Photo by William Triplett

Thanksgiving.



Photo by Spc. Anissa Soto-Feliciano

9-11 Remembrance.



Photo by Spc. Anissa Soto-Feliciano

Women's Equality Month.



Cake cutting at European
Regimental Signal Ball.

Photo by Spc. Anissa Soto-Feliciano



Photo by William Triplett

Retreat Ceremony.



New Year's Reception at the Herrnsheim
Schloss.



Terry Bradshaw and
Howie Long visit 5th
Signal Command
Soldiers after auto-
graphing footballs
and photos.

Photo by Melvin Tarpley

